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# RECRUITER Journal

United States Army Recruiting Command August 2007



**U.S.ARMY**

**ARMY STRONG.**

**Recruiting  
with INTEGRITY**

**ARMY**

**VALUES**

# **RECRUITER Journal**

**U.S. Army Recruiting Command**

August 2007

Volume 59, Issue 8

**Commanding General**

Maj. Gen. Thomas P. Bostick

**Public Affairs Officer**

S. Douglas Smith

**Editor**

L. Pearl Ingram

**Associate Editor**

Walt Kloepel

**Associate Editor**

Mary Kate Chambers

**Cover Design**

Joyce Knight

The Recruiter Journal (ISSN 0747-573X) is authorized by AR 360-1 for members of the U.S. Army. Contents of this publication are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army, or the U.S. Army Recruiting Command. It is published monthly using offset printing by the Public Affairs Office, U.S. Army Recruiting Command, ATTN: RCMPO-PA, Building 1307, Third Avenue, Fort Knox, KY 40121-2726; telephone DSN 536-0167, commercial 502-626-0167, fax 502-626-0924. Printed circulation: 13,500.

Deadline for submission of material is the first of the month prior to publication.

Periodicals postage paid at Fort Knox, Ky., and at additional mailing office.

POSTMASTER - Send address changes to:  
Cdr, U.S. Army Recruiting Command  
ATTN: RCMEO-PA (Recruiter Journal)  
1307 Third Avenue  
Fort Knox, KY 40121-2725

E-mail address:  
[RJournal@usarec.army.mil](mailto:RJournal@usarec.army.mil)  
Intranet address:  
<http://hq.usarec.army.mil/apa/rjournal.htm>



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**FLARE**



**I WANT YOU  
TO RECRUIT WITH  
INTEGRITY**

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### **10 Army Value and Safety Stand Down**

USAREC pulled away from the recruiting mission Aug. 3 to refocus attention on Army Values and safety issues across the command. This issue of Recruiter Journal dedicates 12 pages relating to the stand down with the value theme of integrity.

# Integrity Strong!

This month's issue of the Recruiter Journal focuses on topics related to the Values and Safety Stand Down training you received earlier this month. I hope you will take the time to review the articles that are included in this issue.

We have continued the Stand Down Day as an annual event because it is important for us to take time each year and reflect on our Army Values and safety — two critical areas that impact our ability to recruit.

Our mission is incredibly important to our Army and nation. They are counting on us. You are in the fight and we appreciate what you're doing each and every day.

Our Warrior Ethos is what allows us to win, and our Army Values are the foundation that makes our Army great.

We must always remember: Mission **never** takes precedence over integrity. We must achieve and sustain both.

Also, mission should never get in the way of caring for Soldiers and families. The safety and well-being of the entire recruiting family is of paramount importance to our success. We need to remember them in everything that we do in accomplishing the mission.

There are five areas we need to focus on this month and throughout the year:

- Safety
- The health and welfare of the recruiting force
- Security of government laptops/equipment
- Safeguarding of government vehicles (theft & vandalism)
- Recruiting with integrity

We all know that our recruiters overwhelmingly recruit with integrity. However, it is important for us to take time out to remind ourselves why that is so important.



Maj. Gen. Thomas P. Bostick

Recruiters must solidly represent the integrity, honesty, values of the institution we represent to:

- Prospects
- Applicants and Future Soldiers
- Parents and influencers
- Anyone you meet – you are a Soldier always

Their trust is vitally important.

The most recent Gallup Poll once again ranks the military as the number one institution in the confidence of the American public. It has not always been that way, and this confidence will not always be there in the future if the American public does not trust us. What can erode that trust? Violating our Army Values. So I ask you to recruit with integrity, which I know you do each and every day.

Do the right thing when no one is watching.

In closing, take care of your families. Keep safe, and I'll see you on the high ground.

Army Strong!

# Safety and Army Values – We Must Always Be Aware of Both!

I trust this article finds USAREC Soldiers, families and civilians doing well as we close in on the mission objective for FY 07.

My last article briefly addressed the fact that we are in the final phase of mission accomplishment for FY 07, whereas this article will center on the fact that the safety and well-being of all Soldiers, families and civilians of the U.S. Army Recruiting Command is of the utmost importance and is a subject that should be at the forefront of our collective conscience. Also of extreme importance is the fact that all recruiting operations should be conducted, first and foremost, with the Army Values firmly in mind and protected at all times by way of a conscious decision to conduct recruiting operations with the utmost integrity.

Safety — this is a topic of such importance throughout all levels of this command and the entire Army that it warrants being consistently addressed on a regular basis. Speaking of the Recruiting Command, people are, without question, its most precious resource. Of course, the same statement can be said of all of the units that comprise our Army. As I stated earlier and it bears repeating, the Soldiers, families and civilians who comprise our ranks are of the utmost importance and all necessary actions to ensure their safety and well-being should be taken.

We have heard, on countless occasions, the requisite safety briefs preced-

ing long weekends with training holidays, holidays and holiday seasons. For the most part, these briefings will generally cover the same topics and concerns regarding the safety of Soldiers, Army families and civilians. As a command, we must do our best and work together at ensuring safety precautions do not become so mundane that they are taken for granted and not given the attention they deserve. Safety is a subject that affects each and every one of us on any given day. Once we do not give it the attention it deserves, serious accidents, injuries and even death can occur at any moment, more often than not, when we least expect it.

Each and every person deserves to operate in a safe environment and rest assured that all actions will be taken to ensure safety is a prime concern.

Since becoming the USAREC CSM, I have written at least one article regarding the absolute importance of the presence of the Army Values. Just as safety is of the utmost concern to USAREC personnel, so go the Army Values. As far as the mission is concerned, if there is anything that is more important to this command than providing the strength for the world's greatest Army, it is achieving that mission with the utmost integrity and overall adherence to the Army Values.

Adherence to the Army Values in the Recruiting Command is similar to safety in that it is another area that must be continually in our focus 24/7. This is an



**Command Sgt. Maj. Martin Wells**

area where consistent performance is an absolute must. When one considers the enormous gravity of our mission of communicating the Army message to young men and women throughout our nation, it is obvious that such a charge should not be taken lightly and be pursued and accomplished with the utmost respect for the Army Values.

In my opinion, the most important thing we owe to every applicant or prospect with whom we come in contact is the truth. We must not allow ourselves to stray to the right or the left of the aforementioned Values. Our duties are centered around such principles as serving with honor, being honest in word and deed and the list goes on. We must protect these Values with every ounce of strength we have on a daily basis. When we have done this and also accomplished our mission of providing the strength, we will have done our job and done it well.

Again, I commend each and every one of you for your service and dedication to a noble cause. I want to continue to urge you to dedicate your energies to both safety and the Army Values. In the end, you deserve nothing less.

# 'Making It' In Recruiting

We know the people we work with. We can tell you their names, at what desks they work from and maybe even what type of cars they drive. But do we really know them as a person, who they are married to, and how many children they have? We all have known some bright, talented, competent and good at what they do people, but trying to get to know them as a person is difficult.

We each have our own likes and dislikes. We all do not like the same things nor agree on the same sports teams. Very early in our Army career, we learn that not every Soldier is a robot. We each bring a unique personality in all we do. We bring new Soldiers into the Army by being authentic, honest with them telling them our Army story.

Being a success as a person takes more than the ability to do our job. "Making it" is more than just being competent and being able to recruit. It has a lot to do with who we are.

Most of the time, when we think of the words integrity or character we think of morals or ethics. When these words come up in a conversation, we immediately think of recruiter impropriety or marital dysfunction. These lapses have caused the loss of many individual careers, loss of self-confidence and marital discord. This is one reason that character does matter.

Character is also a safeguard against bad things happening. If a person has a good character, then you can trust their numbers, they won't lie, they won't cheat and you can sleep restful at night knowing they have your back. Morals and ethics are the foundation for everything that the Army stands for.

But character in an individual is even more than that. It takes more than talent, brains or recruiter training to make us success-

ful as recruiters. We need to have the attitude that we can accomplish the missions that are given us.

I cannot remember ever taking a course on how to lose well. Yet, not everything I have begun in my life has been completed successfully. Many times my sports team did not win even if I gave it my all, my "perfect plans" to build a doghouse evolved into a trip to a home improvement store to purchase one, and the

many times that I didn't live up to my own expectations. I had the integrity, the training and the knowledge of the subject, but yet I couldn't finish in the plus column. I realized many times there were shortcuts that I could have taken but to do so would not have given me the satisfaction of doing it the right way. This was a hard lesson learning growing up. But it has benefited me in that when in doubt, ask someone for their assistance.

Many times we feel that there is no one to talk to. But there are many experts out there who care and have a listening ear and want to help you succeed. This is found in your chain of command and in your chaplains. Don't hesitate to ask for help. We are always available.

Many times we allow our failures to determine our course in life. When things do not meet our expectations, instead of complaining about it negatively and wasting your energy in figuring out how it won't work, allow your true character to shine. You might need someone to help you; you might just need time to collect your thoughts. If so, do a quick after action review of the situation, and then you'll realize that maybe all that is needed is a new way to look at the situation.

Remember, our Army value of Integrity says that we will accomplish the hard right and depart from the easy wrong. When confronted with a situation in which you don't feel right, listen to that "little voice" (your conscience) and make the right decision.



**Chaplain (Lt. Col.) Terry Whiteside**



# America's Army

## — Programs for Recruiters

By Lori Mezoff, America's Army Game

**A**merica's Army game hit a milestone in early 2007 when it reached the 8 million mark for registered users. Since its debut in 2002, the game has averaged nearly 150,000 new accounts each month. Registered players have logged more than 3 billion player rounds and 2 million player hours virtually, exploring the Army from the Virtual Recruiting Center, to basic training, to operations in the war on terrorism.

The America's Army team has created a number of programs to leverage the game's success and popularity as a virtual portal within the popular culture through which Americans can explore soldiering. The programs were designed to support recruiters who use the game to garner interest among potential recruits and sustain the enthusiasm of Future Soldiers. These programs fit a range of budgets, audiences and needs.

### The Real Heroes Program

Through the America's Army Real Heroes Program, the Army offers a glimpse into the accomplishments of Soldiers who have distinguished themselves in combat and earned citations for bravery and valor. The program provides young adults with examples of how Soldiers from across America make profound contributions in the defense of freedom. The America's Army Real Heroes program includes a national campaign as well as a local outreach program that can be tailored to meet the needs of individual recruiting battalions.

The Real Heroes program features real hero profiles on the America's Army Web site, videos of the real hero, detailed action figures, and a public awareness program consisting of media coverage, events planning and public outreach.

### The Command Level Future Soldier Trainer

The Command Level Future Soldier Trainer, publicly known as the Virtual Army Experience, is the ultimate America's Army interactive experience. This hands-on, immersive exhibit delivers a high-tech, team-based experience where the public must employ teamwork, leadership and high-tech equipment as they take part in a virtual mission. Event components include mission briefings; a hands-on experience with weapons fitted with lasers and recoil systems; an after-action review in which the winner is revealed; and multiple gaming stations featuring America's Army PC and console games.

The trainer provides an engaging basis for discussions between participants and recruiters about Army training, career opportunities and national service. A registration system helps identify participants within the target demographic who are interested in an Army career. In addition, Soldiers speak with participants immediately following their experience to answer questions and engage participants. This theme-park-quality experience will deploy at large events across the country. The Command Level Future Soldier trainer can be configured to support events with attendance ranging from 40,000 to 100,000.

### The Brigade Level Future Soldier Trainer

The America's Army Brigade Level Future Soldier Trainer is an experiential exhibit that leverages the popularity of the America's Army game to create an environment that attracts prospects and enables an open dialogue about the Army. America's Army Brigade Level Future Soldier Trainers can be configured to support events with attendance ranging from 20,000 to 30,000.

### The Challenge Tour

The America's Army Challenge Tour is a versatile recruiter support exhibit that leverages the appeal of the interactive America's Army franchise to help recruiters attract and begin conversations with potential recruits. The Challenge Tour is ideal for supporting events such as high school events, community fairs and festivals, and sporting events where the audience is approximately 5,000 people.

The Challenge Tour features a branded Hummer H2 SUT and tent, eight laptop gaming stations, and interactive exhibits.

### The Battalion Level Future Soldier Trainer

The Battalion Level Future Soldier Trainer is already fielded across the country. Managed and deployed by each recruiting battalion, the trainer provides an interactive experience for events with smaller footprints. It allows users to feel the recoil as they use real weapons, such as the M-9 pistol and M-4 rifle, armed with lasers in a scenario playing on large screens. The trainer is a deployable and modular system that can be transported in a sedan and fully deployed in less than an hour.

### The Event Support Site

The America's Army Event Support Site allows recruiters to reach out to an enthusiastic online community. The site assists recruiters in promoting, planning and executing America's Army related events. Located on the Web at <http://events.americasarmy.com/index.php>, the online portal includes event planning and execution guides; promotion to more than 8 million registered gamers; event promotional items; and customizable event registration Web sites.

### The Remote Recruiter Support System

The America's Army Remote Recruiter Support System uses the popular Xbox gaming platform to help recruiters attract and start dialogues with potential recruits.

This event setup features the popular Xbox console gaming experience America's Army: Rise of a Soldier. America's Army: Rise of a Soldier offers the most true-to-life Army experience on a console, allowing players to create a Soldier and take him through an Army career. Intense single-player missions and high-adrenaline multiplayer action build the skills of the player's Soldier and advance him through his career from recruit to Special Forces team leader. The Remote Recruiter Support System is ideal for groups up to 100 people. The system includes four Xbox systems and monitors, necessary cabling and equipment, and four copies of America's Army: Rise of a Soldier.

For more information on these recruiter programs, contact John Carlisle, America's Army marketing, at [jcarlisle@ignitedminds.com](mailto:jcarlisle@ignitedminds.com) or call (310) 754-3336 or go to <http://www.americasarmy.com>.

# Language Programs to Recruit Linguists 09L

By Sgt. Sara Wood, American Forces Press Service

**A**s language and cultural sensitivities factor more and more into military operations, Defense officials are promoting several initiatives to increase the number of service members and employees with critical language skills. One of the most innovative programs is the Army's effort to recruit "heritage language" speakers from countries the United States is engaged in, said Gail McGinn, deputy undersecretary of Defense for plans. These Soldiers have backgrounds in countries like Iraq and Afghanistan, and already have a thorough knowledge of the languages and cultures in those areas.

"If you have a native language, you have the accent right, but more importantly, you also have the culture right, and you know something about the part of the world where your family's from, where you grew up for part of your life," McGinn said. "And that brings a great advantage to you in working with our forces."

The 09L program started with the Individual Ready Reserve, McGinn said. Native speakers were recruited into the IRR and trained in translation skills and English, if they needed it, then sent into the force as Soldiers. Now the Army offers the program in the active-duty and Reserve components as well, she said.

When the program started in 2003, the Army set an initial goal of 250 native speakers recruited per year, McGinn said. The Army is now meeting that goal, and in the last fiscal year recruited 130 percent of the goal, she said. "That's a tribute to the Army and its recruiters, but it's also a tribute to these great Americans who are coming forward to help us," she said. Right now the program focuses on potential recruits who speak Arabic, which is spoken in Iraq, and Pashto and Dari, the two main languages of Afghanistan. But Defense Department officials hope to expand the program in the future, McGinn said. Many of the Soldiers who join under this program are motivated by the possibility of U.S. citizenship, she said, but many also have a deep sense of patriotism and want to serve.

"A lot of them have escaped persecution or have been wounded in combat or fought in civil wars. They've come to the United States with their family, and there's a great sense that they would like to pay something back," she said.

Commanders in the field have given very positive feedback about the Soldiers recruited under interpreter/translator program, McGinn said. These Soldiers have helped prevent attacks and problems in Iraq and Afghanistan because of their language and cultural knowledge, but also are effective Soldiers who fight alongside their counterparts, she said. "A Soldier picks up a weapon and goes into combat with you and is there right by your side and obeys your orders, and you can trust them. And (the Soldier) really becomes a part of the team," she said. "And I think that's what we're hearing from commanders, is the value that they bring."

Another initiative the Defense Department is exploring is the Language Corps, which would be a set of Americans with language skills available to assist in times of crisis, McGinn said. The department is working with other federal agencies on a pilot program that would identify individuals with critical skills and possibly help them sustain their language skills and use them on a regular basis, she said. These people would be available for military operations and humanitarian relief efforts. The program would focus initially more on critical languages, such as Arabic and Chinese. The Defense Department has hired a contractor to set up the program, and the goal is to bring 1,000 people into the corps, McGinn said.

"In that process, as a part of the pilot, we will actually do some exercising of it to see how it would work," she said. "So I'm really excited; we're really in the beginning of the action steps now."

In an effort to establish a more well-rounded officer corps, the Defense Department also is working with universities to implement language programs into ROTC studies, McGinn said. Under the last Quadrennial Defense Review, the department awarded four grants to universities to set up language programs.

"We have been trying to figure out how to get our military officers more language capable, because we think it's important for interacting with populations and for interacting with our allies, and it's part of the core competency an officer should have," she said.

The Defense Department eventually will award 50 of these contracts to universities over the next five years, McGinn said. Language initiatives will continue to be important to the Defense Department, so leaders always are thinking about future programs, McGinn said. With the establishment of Africa Command, African languages will start to be important, she noted. The department is conducting a military-wide survey to identify existing language capabilities that may be needed in the future.

"That's how we're trying to hedge our bets in the future in terms of what other languages might be important to us," she said.

# Connecting with the African-American Community

By Richard Campbell, African American Field Marketing Representative, Weber Shandwick

African-Americans have a proud and enduring place in Army history. Building on this history and raising awareness about opportunities in today's Army depends on cultivating positive and meaningful connections with the African-American community.

While developing any relationship requires time and energy, there are straightforward strategies any recruiter can use to ensure successful ongoing relationship with the local African-American community. These practical tips are just a sampling of the strategies recruiters across the nation are using to build lasting connections with African-American COIs and to reach prospects who are interested in building a future in the Army.

## Tailor the Message

While it seems simple, it is important to acknowledge the misperceptions about Army recruiting and service commonly held in the African-American community. Reinforcing the fact that the Army recruits evenly across the U.S. based on population is important. It is also worth pointing out that the majority of African-Americans serve in Military Occupation Specialties that provide transferable skills and training.

Like parents, teachers and influencers in most communities, top concerns for today's African-American youth are health care and financial management. Highlighting the Army health care benefits, as well as financial incentives like funds for college tuition resonates in the African-American community.

## Plan Simple, Grass Roots Events and Outreach

Hosting a summer picnic or conducting monthly PT workshops at a local community center is a positive and meaningful way to integrate into the local community. In order to build connections in the African-American community, Columbus Battalion brought March2Success workshops to area high schools. This straightforward outreach re-established relationships with school administrators that were important to recruiting success.

## Mobilize a Street Team

Often hitting the streets is the best way to increase visibility and build personal connections. Recruiters in the Mid-Atlantic Battalion visited transit stops and other community spots with high foot traffic to spread the word about careers in the Army. The result was that African-American recruitment remained high during a traditionally down time across the nation.

Recruiters in the Atlanta Battalion formed partnerships with local movie theaters to set up an information booth outside the



theater when movies with Army-friendly values and themes premiered. This grass roots outreach yielded a significant increase in African-American prospect leads.

## Maximize National Partnerships

The Army has national partnerships with important African-American community organizations including the Urban League, NAACP and 100 Black Men. Building local connections with these influential organizations begins with picking up the phone.

Scheduling meetings with chapter presidents, listening to their priorities and offering help and support for their initiatives helps build a mutually beneficial partnership. Offer to get involved in their local mentorship program, provide education programs through March2Success or provide on-the-ground support for an upcoming event.

## Partner with African-American Fraternities

Fraternities and sororities and their active alumni organizations are a way to connect with COIs and opinion leaders in the African-American community. National fraternities like Alpha Phi Alpha, Kappa Alpha Psi and Omega Psi Phi and sororities like Alpha Kappa Alpha and Delta Sigma Theta have a presence in most cities across the U.S. Connecting with chapter presidents and alumni group leaders can present avenues for featuring ROTC opportunities and building relationships with business and community leaders.

Building meaningful and productive connections with the local African-American community requires developing a common understanding and investing in relationships. The five strategies outlined here prove that strengthening outreach in the African-American community does not have to be a challenge, but merely requires a tailored and creative approach.

# TOUGH RECRUITING QUESTIONS ANSWERED

*By Lucas Hutton, Recruiting and Retention School Training*

In May, Staff Sgt. Caleb Carson was trying to write a recruiting station Standing Operating Procedure. Carson had written an SOP for his previous station, where he had been the only recruiter. This time, Carson would lead and train other recruiters. Cheney Recruiting Station — near Spokane, Wash., and about three miles from Eastern Washington University — had opened just a few months earlier, and Carson was its second station commander.

Carson wanted to know what other station commanders had written into their SOPs. He turned to Recruiting ProNet, a new knowledge sharing Web site for Army recruiting professionals. Carson's post drew helpful responses from a student at the Sergeant Major Course at Fort Bliss, Texas, and from a fellow station commander in Salt Lake City.

Recruiting professionals like Carson use Recruiting ProNet to find solutions to day-to-day challenges. For example, a question posted in early March asked how best to use company operations and training NCOs. By mid-June, the discussion had grown to more than 55 replies from master trainers, first sergeants, battalion sergeants major and more.

In June, a Soldier preparing to attend the Army Recruiter Course asked how to "hit the ground running" when he reports for duty. Sgt. Joshua Anthony, 2d Infantry Division, Fort Lewis, wrote: "I am being DA-selected for recruiting and want a jump start on knowledge and tips to prepare me for the most challenging assignment in the Army."

## Positive News Coverage

In May, a recruiting company commander wrote about how to get positive coverage from the local news media. Capt. Rick Frank of Lewisville Company wrote how he had arranged media coverage for a Future Soldier event at Fort Sill and for the story about a recruit who had shed 100 pounds so he could enlist.

"A story can always be spun," Frank wrote, "but we must reach out to the media if we want the positive stories to be told."

Recruiting ProNet comprises forums for every aspect of recruiting. Users will find separate forums for recruiters, station commanders, trainers, first sergeants, sergeants major and every level of command. Staff elements — such as personnel, market intelligence, operations, guidance counselors and education specialists — have their own forums, too.

Battalion commanders will find "Effective Use of the Media" in the battalion commander forum. Kansas City Battalion posted this 76-page presentation that discusses ways to use the news media to generate leads and convey a positive image of the Army.

Maj. Jeff Tierney of the Recruiting and Retention School opened a discussion to help identify the causes of high school

senior Future Soldier losses. Before he retired in July, Tierney was the instructor for the Recruiting Company Commander Course. He also spent two years commanding a recruiting company, so he knew well the surge of losses that typically hit in May and June. Tierney appealed to seasoned commanders to share their ideas "so we can help our new company commanders."

In reply, Capt. Tim Root (East San Antonio) wrote about seven tactics he uses to maintain a year-to-date loss rate of less than 4 percent. Capt. Carl Hyde (Cheyenne) suggested six ways to control the loss of high school senior recruits. Capt. Paul Templeton (Iowa City) shared a form letter he uses to communicate with school guidance counselors.

Recruiting ProNet launched last October as part of the Battle Command Knowledge System. BCKS — a feature of Army Knowledge Online — comprises dozens of Army professional forums that promote sharing ideas about the profession of arms. USAREC stood up Recruiting ProNet as a "virtual community where recruiters are engaged in professional conversations and the sharing of knowledge which becomes embedded in their professional life."

## Who's Online?

The forum has been active for about 10 months. At the end of June, Recruiting ProNet has 204 members, 170 are directly involved in recruiting. That number includes officers, NCOs and a small number of Army civilian employees.

The forum has members from every enlisted recruiting battalion, medical recruiting, and special operations recruiting. The 1st Brigade has the most members (35). Syracuse and Denver Battalions have 15 members each.

In terms of duty positions, by far the largest group is trainers — 40 master trainers and eight company operations and training NCOs. Next are battalion and company commanders (27 total) and recruiters (24). Battalion command sergeants major and first sergeants are at 11 each.

The USAREC population includes more than 10,000 enlisted Soldiers, more than 1,200 Army civilians, about 670 commissioned officers and a small number of warrant officers. Clearly, there's potential for Recruiting ProNet to grow.

The USAREC commanding general understands the potential value of Recruiting ProNet, and he encourages active participation.

"Your participation will provide recruiting professionals ... valuable information drawn from your own real-time experiences," wrote Maj. Gen. Thomas Bostick in his welcome statement on the forum. "Sharing ideas can shorten operational learning curves and offer alternate courses of action. Recruiting ProNet will enable team decision making and effective leadership by offering field-proven tactics, techniques and procedures."

Users can get to Recruiting ProNet from any computer with access to the Internet. All that's required is a valid AKO account. Here's how:

- Launch the Internet browser of choice and log on to AKO.
- On the AKO home page, mouse over Quick Links and select "Knowledge Networks."
- On the Knowledge Networks page, click on the link to BCKS.
- On the BCKS page, mouse over Professional Forums. From the drop-down, first mouse over Functional Nets, then find and click on Recruiting ProNet from the pop-out list. You can also click on Professional Forums and click on Recruiting ProNet on the page that opens next.

The screenshot shows the Recruiting ProNet community page. At the top, there's a navigation bar with links for Edit Subscription, Welcome, Knowledge, Discussions, Members, About, Comments, Ranking, and News. A sidebar on the left contains sections for BCKS Explorer (with links to Company Commander Collaboration Site, Station Commander Collaboration Site, Recruiter Collaboration Site, CSM Collaboration Site, 1SG Collaboration Site, XO, Chief of Staff, G1 & S1 Personnel, G2 & S2 Market Intelligence, and...), Participate (with links to View my Personal Area, Contribute..., Edit my subscription to this Community, Email this Page, Community Administration..., Search..., and Who Is Online), and Pending Approvals (listing items requiring attention like No Knowledge Pending, Manage, and Subscribe). The main content area features a banner for 'Recruiting Project' and 'U.S. Elevated' with a Homeland Security Advisory. It includes a Global Incident Map and a welcome message: 'WELCOME TO Recruiting ProNET' and 'UNCLASSIFIED//FOR OFFICIAL USE ONLY (FOUO)'. Below this, a team section discusses the importance of teamwork and contributions to the recruiting market. On the right, there are three boxes: 'Other Communities' (listing USAREC, RRS, Public Affairs, NCO Net, DCOM, SITNet, MINet, and LOGNet), 'ProNet Mission' (describing it as a virtual community for recruiters), and 'HOT !!' (listing Global Incident Map, Knowledge Library, and other resources). At the bottom, there's a 'Community Highlights Summary' section with a post about preventing senior future soldier loss.

**You are here:** Recruiting ProNet

**User Reviews**  
0 Comments  
write a review ▾

**BCKS Explorer**

- Company Commander Collaboration Site
- Station Commander Collaboration Site
- Recruiter Collaboration Site
- CSM Collaboration Site
- 1SG Collaboration Site
- XO
- Chief of Staff
- G1 & S1 Personnel
- G2 & S2 Market Intelligence and...

**Participate**

- View my Personal Area
- Contribute...
- Edit my subscription to this Community
- Email this Page
- Community Administration...
- Search...
- Who Is Online

**Pending Approvals**

Items requiring attention

- No Knowledge Pending
- Manage
- Subscribe

**AKO ARMY ONLINE**

**AJHD** Armed Forces Health Database

**CALL** Army Learning Lab

**Recruiting ProNet**

**Welcome** **Knowledge** **Discussions** **Members** **About** **Comments** **Ranking** **News**

**U.S. Elevated** Homeland Security Advisory

**Global Incident Map**

**WELCOME TO Recruiting ProNET**

**UNCLASSIFIED//FOR OFFICIAL USE ONLY (FOUO)**

**Team:**

Welcome to the Recruiting ProNet Forum, part of the Army's Battle Command Knowledge System. Your participation will provide recruiting professionals at all levels valuable information drawn from your own real-time experiences. Sharing ideas can shorten operational learning curves and offer alternate courses of action. Recruiting ProNet gives recruiting professionals round-the-clock access to the recruiting community. This extensive knowledge base will supply fast and effective solutions to the challenges encountered daily in the recruiting market. Recruiting ProNet will enable team decision-making and effective leadership by offering field-proven tactics, techniques, and procedures.

Shared information is important to any mission's success. LTG Robert Van Antwerp, Commanding General, US Army Accessions Command, put it very simply: "Soldiers should steal ideas shamelessly and share ideas freely." It's all about teamwork. No one of us is smarter, stronger, or better than all of us working together. Your contributions to Recruiting ProNet will help build a powerful knowledge base for all to share. Thanks for joining!

Tom Bostick  
Army Strong!

**Other Communities**

- USAREC
- RRS
- Public Affairs
- NCO Net
- DCOM
- SITNet
- MINet
- LOGNet

**ProNet Mission**

A VIRTUAL community where Recruiters are engaged in professional conversations and the sharing of knowledge which becomes embedded in their professional life.

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- CSM Materia
- MS Office classes
- SOPs
- Special Duty Toolkit
- Soldier Kits
- Software Tops
- Culture Awareness

For technical and functional requirements please contact Mr Karl Arterberry. Tel# 913 684-2471, DSN 552-2471 or [karl.arterberry@us.army.mil](mailto:karl.arterberry@us.army.mil)

**Community Highlights Summary**

**Prevent Senior Future Soldier Loss** - Started by [Jeff Tiemer](#)

Karl Arterberry writes: Team Historically, USAREC suffers greatly from Senior Future Soldier (SFS) losses in MAY and JUN of every year. This is due to many different reasons and factors. The window for planning and action to prevent/reduce SFS losses has already begun, but months of FEB, MAR, and APR are critical to successfully retaining SFSs. I would like to open a discussion to help identify the causes of SFS loss and then encourage experienced Company Commanders to share the TTPs/COAs that they have found to be successful during this critical time period. Please submit your lessons learned so we can help our new company commanders. If you have developed a tracking tool, post it as an attachment! For Fun ?? 11-22 AM

# Army Values and Safety Stand Down

By Mary Kate Chambers, Associate Editor

USAREC pulled away from the recruiting mission Aug. 3 to refocus attention on Army Values and safety issues across the command. These two critical areas impact recruiters' ability to provide the strength.

The purpose of the day was to reinforce "recruiting with integrity; mitigate risk; and reduce injuries and loss of equipment or damage to government property."

Maj. Gen. Thomas Bostick, USAREC commanding general, had several specific areas he wanted the command to focus on.

"My intent is for commanders to focus on recruiting with integrity, health and welfare of the recruiting force, laptop security, protecting government vehicles from vandalism and summer safety," he wrote in the operations order. "Additionally, I want commanders to reinforce the buddy system among our recruiting force."

Laptop security in particular has been an ongoing problem within the command, and leadership saw this training day as an opportunity to stress that the equipment be properly protected. The commanding general policy letter H-2 dated Dec. 11 indicates that portions of the policy are punitive and that military personnel may be subject to punishment under the Uniform Code of Military Justice. See page 18 for more about laptop security.

## Recruiting with Integrity

All USAREC military personnel were required to be administered their oath of office by a commissioned officer verbally. They also reviewed the Army Values and what it means to recruiting. An emphasis was placed on what the individual responsibility if one witnesses violations of Army Values or unethical/inappropriate conduct.

More aspects of the values portion of the training day included:

- Discussions of the Warrior Ethos and Soldier's Creed and what this means to recruiting
- Review of the Enlistment Standards Division trends and distribution of ESD hotline and cards
- Review of Inspector General trends
- Prevention of sexual harassment training.

Additionally, station commanders and recruiters were required to complete the statement of understanding for recruiting with integrity. In signing the document, to be filed at battalion headquarters, personnel indicated that they were "familiar with, understand and will comply" with the various publications including USAREC Regulations 601-45, 600-92, 600-25 and Army Regulation 601-210.



## ✓ Army Values and Safety Stand Down Checklist

- Recruiting with Integrity
- Health and Welfare
- Laptop Security
- Vehicle Security
- Summer Safety
- Buddy System

## Safety

Primary issues relating to safety that were tackled were privately/government-owned vehicle accident prevention and composite risk management; summer safety; and motorcycle safety. Additionally, units focused on recent trends in accidents and high-risk incidents.

Safety when employing the Army's rock climbing wall continues to be matter of concern. Atlanta Battalion particularly works to stress safe methods and uses a three-person team to ensure the standards are met. See page 20 for more.

An additional critical area is the health and welfare of the force. A video from the command chaplain's office was intended to prompt a discussion on issues such as Post-Traumatic Stress Disorder, stress, alcoholism and domestic violence trends across the command.

# Inspector General TRENDS

## Top 10 Issues in Fiscal Year 2006

Recruiter impropriety  
Nonsupport of family members  
Bonus issues  
Harassment/maltreatment  
Prior service enlistment processing  
Commander's actions  
Assignments/reassignments  
Army recruiting issues  
Recruiter relief  
Enlistment waivers

Fiscal Year 2005: 802 cases opened

Fiscal Year 2006: 779 cases opened

Although the case totals are down, the environment is changing.

- Cases tend to involve improper actions by leaders.
- Cases may contain multiple issues or problems.
- Greater tendency of individuals to complain to high levels
- More media and public scrutiny
- Increasing requirements for high level IG involvement

## USAREC Inspector General

(800) 223-3735, ext. 6-0415 or 6-0396  
(502) 626-0415 or 0396  
DSN: 536-0415 or 0396

## What can you do?

- Know the regulations that apply to your area of responsibility.
- Stay in contact with your higher headquarters and routinely check for USAREC updates.
- Follow procedures and enforce standards.
- Inspect yourself using the IG checklists.
- Regardless of rank or position, hold yourself to the same standard.

# Enlistment Standard **TRENDS**

Fiscal Year 2005: 836 cases opened

Fiscal Year 2006: 859 cases opened

Fiscal Year 2007 (30 Jun): 643 cases opened

- Straight-line projection indicates a decrease of 6 percent
- Substantiation rate of cases is 15 percent
- Less than 1 percent of recruiting force is relieved for a recruiting impropriety
- Allegations of concealed medical information down 33 percent from last year
- Allegations of false documents up 36 percent from last year
- Allegations up in 2d and 5th Recruiting Brigades, down in 6th Recruiting Brigade
- Processing time for allegations of recruiting impropriety exceeds the standard in all but the 6th Recruiting Brigade.

## Causes

- Incomplete GCR enlistment files
- Poor quality control checks
- Training late or not conducted
- Leaders not checking and not enforcing the rules of engagement
- Failing to ask specific moral/medical questions (Poor hotseating)
- Learning bad habits

## Recruiting impropriety

### generated sources

- USAREC self-reports (Bn, ESD, IG, USAREC LNO account for 75 percent of allegations)

- Inspections (ESD, IG, CIP)
- Concerned parents, Army units, MEPCOM, applicants, company commander, 1st Sgt., battalion staff
- Inspect stations
- Check for old packets and pre-signed documents
- Check desks, file drawers and GOVs
- Check for blank high school letterhead
- Ensure station maintains a copy of the schools list and Enlistment Standards SOP
- Conduct Enlistment Standards Training
- Add ES administration to OER Support form and NCO-ER counseling area

All Leaders must create an atmosphere of prevention and awareness through dialogue with recruiters and checking quality control.

Maintenance of good order and discipline is a responsibility of command. It is the foundation of a healthy command climate. Commanders at all levels are responsible for instilling the Army's ethics and values in their Soldiers.

Aspiration/goal for USAREC: A force as committed to "Recruiting with Integrity" as it is making the 80K mission. Results – NO RIs – substantiated or unsubstantiated Reality: There will be those who miss this mark. We investigate all allegations.

Command Reaction: Thorough and unbiased investigation. Investigation must be fair and swift and in compliance with law and regulation.

ESD Hotline - 1 800-223-3735 ext. 6-3001

# USAREC's New Recruiters: Reintegration Issues and Leader Responses

By Capt. Emile Wijnans, Ph.D., and Col. Linda C. Ross, Psy.D.  
Center One, HQs USAREC

Roughly 1.3 million U.S. military personnel have served overseas in support of OIF and OEF since October 2001.

When they return from deployment, the vast majority transition back to their garrison, new duty post or post-service mission without too many problems. Human beings are highly adaptive organisms. At the same time, research suggests that up to 1/3 of service members serving in a combat zone encounter some type of post-deployment issues. These issues vary in onset, duration, intensity and impact on functioning. Given the current demanding recruiting environment, and that roughly 90 percent of new detailed recruiters have recently been deployed, this article highlights potential focus areas for USAREC leaders.

USAREC (and all) Soldiers may face any of the following upon redeployment: sleep problems, jumpiness, elevated irritability, impatience, decreased motivation, feelings of emptiness or detachment, social withdrawal, loneliness, problematic combat memories, increased alcohol use and relational (work and home) conflicts. These common reactions have occurred in Soldiers from all armies, throughout time.

These responses are normal, even predictable, psychological reactions to being deployed regardless of one's overseas role or MOS. Whether elevated, masked or both when overseas, these reactions help keep Soldiers alive. They are instinctual, protective mechanisms. For instance, exaggerated alertness, keen situational and tactical awareness and extreme attention to detail are all adaptive and life-preserving responses in the Iraqi desert and Afghanistan mountains.

The challenge arises back home in a non-combat, but equally demanding, new position in recruiting. Some common thoughts reported by new recruiters are: Where's the excitement; Where are my buddies; How can I do this job; I didn't sign up for this; I've never done this kind of work before; I feel like a failure; and as an E-6 or E-7, I'm being treated like a private!

For many Soldiers the transition home can be easy and smooth, and can happen with little notice or effort. While they may report sleep and anger problems, and feelings of emotional numbness soon after redeployment, these resolve within a few months. For some, the demands of recruiting duty, in combination with variables like intensity and frequency of combat or danger, number of deployments, physical injury, failing social and emotional support, and low self-confidence may complicate reintegration. These Soldiers may report a greater range of symptoms that last longer, are more intense, and have a greater



Psychological reactions are adaptive and life-preserving responses help keep Soldiers alive in combat. Photo by Sgt. Jeffrey Alexander

impact on their daily functioning, as well as their general well-being.

USAREC leaders understand the importance of knowing their Soldiers. However, additional areas of concern for leaders of redeployed Soldiers should include: excessive and frequent displays of anger; discomfort in crowds; family discord; alcohol abuse; sleep problems; lingering sadness or hopelessness; apathy; and, as always, statements about harm to self or others.

If leaders suspect Soldiers are having problems with reintegration, they should: speak to Soldiers about what they see; express support; encourage them to talk with other redeployed recruiters; take them seriously; don't stigmatize or berate them; and encourage healthy lifestyle behaviors (e.g., exercise, good nutrition, social support, proper rest).

Finally, USAREC leaders should be aware of all resources available. These resources include: chaplains, Military One Source, MTFs, and Tricare Medical and Mental Health Care. In addition, Center One has recently obtained a psychologist for command consultation on reintegration issues. Dr. (CPT) Emile Wijnans has recently arrived from 101st Airborne Division. As an active duty psychologist, he served on a 12-month deployment to Iraq. He can be reached at (803) 751-8758 or (270) 304-9309.

# What Army Values Mean to Recruiters

By Pearl Ingram, RJ editor

**I**ntegrity, Duty, Selfless Service and Personal Courage top the list for the most frequently applied Army Values when it comes to recruiting, according to two 6th Brigade recruiters.

Staff Sgt. Kevin Shaw, Lacey, Wash., station said his favorite of the seven Army Values has always been Integrity.

"People can tell when somebody is trying to put something over on them and not tell the whole truth. A lot of questions that we get in our office are 'will I deploy to Iraq.' We always tell them there is no guarantee that you will never deploy, most likely you will with the climate and the way things are."

He still gets the enlistment and was the top new recruiter for the company. Shaw says he grew up in a church environment and believed in doing the right thing in the absence of someone telling him to do it. That's also the way he treats his applicants.

"I tell them what the promotion status is for the jobs they are picking," said Shaw. "That way, they understand. I try to give them all aspects up front so that way they can make an informed decision."

This has paid off for Shaw since most of those he recruits and many of their parents call him back to thank him for giving them information up front.

Sgt. 1st Class Michael Welker, Spokane Valley, Wash., station, also compares the Army Values to growing up and church. He recalls learning the Golden Rule in Sunday school and feels the Army Values provide just as an important guide. Selfless Service and Personal Courage are his choices.

"In recruiting you are required to go the extra step and put in a lot more time and self-sacrifice than you would in the Regular Army," said Welker. "Even on your days off you need to be talking to people and looking for possible prospects."

Welker has served two years in recruiting as a detailed recruiter and describes recruiting duty as a 24/7 job. However, he says he likes what he is doing because it is doing something important and gets to work with people.

Welker said the reason he chooses Personal Courage is that most Soldiers coming into recruiting have not had a good deal

of experience with public speaking. Since recruiters must speak in front of groups, as well as approach strangers, the use of a little extra courage is required at times.

"They (recruiters) have an initial fear of striking up a conversation because they have a fear of rejection," said Welker. "Everything they did in their previous successes and in their careers doesn't apply out here. They have to learn completely new skills."

Even though Shaw's favorite Army Value is Integrity, he feels the most important Army Value in recruiting is Duty.

"I realize that a lot of recruiters didn't volunteer to do this job," said Shaw. "They were chosen and they have to do it. I think Duty because a lot of them understand the concept of duty."

He said even when he is on leave, he takes care of his Future Soldiers.

"You can't just go home at the end of the day or take a weekend off and say I'm not going to think about recruiting anymore."

Shaw, a detailed recruiter himself, says Duty requires a Soldier to motivate himself to be the best he can be and perform his duty for the country.

"So when you are in recruiting, there is nothing more important than performing your duty, especially in a time of war, a time of crisis, and when the country needs you. I will definitely say Duty as far a recruiting is concerned."

Not only does Shaw live the Army Values, he uses them in talking to prospects. He keeps two sets displayed on his desk, ready to use the moment he needs to refer to them.

"When you first get out here, you are trying to find things to talk about. In that way, the Army Values really helped me. I can talk about Loyalty, I can talk about Duty. So it is used in my every interview," said Shaw.

The Gallup Poll has once again ranked the military as the No. 1 institution in the confidence of the American people. Core values, which members of the military uphold, played an important role in this success.

# A Chance to Weigh Ethical Questions

Recruiters and all military and civilian members of USAREC must complete annual face-to-face ethics training by an ethics counselor pursuant to AR 350-1, para 1-25 (b) and (c) and Secretary of the Army guidance. With the challenges faced with recruiting in wartime, why is an hour long brief important or even helpful for recruiters? The reason, in part, is that recruiters have a unique set of responsibilities and public visibility that sets them apart from the average squad leader or platoon sergeant.

One difference is the access to government office resources like cell phones, laptops, and GOVs. These property items pose a different set of risks than using M-4s, and Bradleys. Another crucial difference is the high level of recruiter interaction and visibility with the public. These differences can stress certain ethical rules that recruiters may not have previously encountered. As a result, annual ethics training can give recruiters forewarning and an opportunity to ask face-to-face questions with a JAG officer.

The biggest areas of ethical concern for recruiters will probably be cell phones, laptops, GOVs, and gifts.

## Four Key Questions Exist

- Is there a legitimate public interest;
- Is the use of a reasonable duration and frequency;
- Does the activity reflect adversely on the Department of Defense even if legitimate; and
- Does the action impose any additional cost on the government or impede mission readiness?

When faced with an ethical dilemma, ask yourself these questions to help determine whether your desired conduct falls within approved Department of Defense ethical guidelines.

This article does not satisfy the annual requirement for face-to-face ethics training. Rather, the article highlights some of the most prevalent issues facing members of USAREC. You should contact your ethics counselor (Soldiers and civilians in brigades should contact their brigade judge advocate, and Soldiers and civilians at headquarters should contact the Office of the Staff Judge Advocate for specific guidance. No substitute exists for asking an ethics counselor a specific question, and all members of the command are encouraged to seek their help when faced with a potential ethical dilemma.

## Guidance for Cell Phone Use

Cell phone guidance is contained in the commanding general Policy H-4. First, cell phones are only for authorized official use. Second, a GOV must be legally parked before using a cell phone, even with a hands-free device. There is a limited exception for non-official use of a cell phone when calling families at the end of the duty day regarding schedule changes. This exception is available only when a landline government phone is unavailable. Any unauthorized cell phone use can lead to punitive actions even if charges are immediately paid by the recruiter.

## Guidance for Laptop Use

Commanding General policies H-1, 2, 3, 5 govern government laptop use. Two important issues are prohibited uses and security. Prohibited use includes criminal activity, commercial use, and pornographic material. Personal software cannot be downloaded onto a government computer without prior authorization. In general, save the personal stuff for your home computer.

# In general, a Soldier can accept a gift from an individual for up to \$20 in value.

The second issue is security. Recruiting laptops with their wealth of personal information are high value targets to thieves. The repercussions are probably greater than the loss of other similar sensitive items (e.g. night vision devices) because of the potentially high cost imposed on innocent individuals due to identity theft. There is also the risk of unwanted media attention. The key is do not leave the laptop in a car, and use a cable lock when the laptop is not on your person.

## Use of GOVs

Finally, use of GOVs is governed by commanding general Policy I-10 and USAREC Regulation 56-1.

The highlights are:

No spousal driving of the GOV;

No personal use (e.g. social functions, grocery shopping, or private errands), and,

If issued a traffic violation, the driver is responsible for paying the ticket despite the vehicle being government owned.

An exception exists for personal use when stopping at a convenience store enroute to an authorized location or if refueling at the gas station.

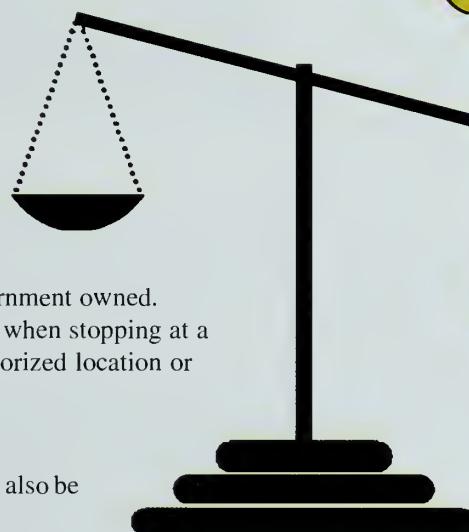
## Gifts from Civilians

Gifts from well-meaning civilians can also be an area of concern for recruiters.

Consider this: a neighborhood association wants to support the

troops by bringing in home baked cookies and a certificate thanking the recruiters for their service. The chocolate chip cookies are fine. Modest items of food are not considered a gift and are allowable. The same holds true for the certificate because it does not carry an appreciable monetary value.

In general, a Soldier can accept a gift from an individual for up to \$20 in value. If the gift is coming from someone like a family member or other personal relationship, there is no value limitation. One last concern is gifts from prohibited sources. In



general, gifts from someone who is attempting to or does business with the government are prohibited. Contractors fall under this provision.

So what is permissible conduct? While boarding a plane to a conference, Staff Sgt. Hero, in uniform, is approached by a patriotic airline stewardess who says there is a vacancy in first class and asks if Staff Sgt. Hero would like to take the seat. Can

Staff Sgt. Hero take the seat?

Thankfully, the answer is yes.

This is acceptable because Staff Sgt. Hero did not ask for the upgrade, the upgrade did not cost the government and the upgrade wasn't given because of rank. However, if someone junior to Staff Sgt. Hero is also on the plane, he should give the seat to the junior Soldier.

Recruiters often face unique situations and an annual face-to-face JAG briefing is designed to give them the tools and knowledge to avoid any ethical pitfalls. One of the traits that make the Army attractive is the special values that have been handed down by tradition and heritage, like not leaving a fallen comrade behind.

Ethics are an integral part of those values that make being a Soldier special and leaders trustworthy.

Remember to keep in mind those common sense questions mentioned if confronted with an ethically murky area. If something is going to cost the government extra money or make the Army look less than stellar, then it is probably not a good idea.

Although, these rules may seem overly restrictive, they are designed to protect Soldiers and the public's trust in the Army. Remember to use your ethics counselor and seek guidance.

# Laptop Security

By Capt. David Beane, Staff Judge Advocate, USAREC

Cpl. Careless recently joined USAREC as a recruiter. He likes his new job and enjoys meeting with prospects and telling them about his Army experience. His duties require him to travel frequently in his government-owned vehicle and to record important information about prospects on his government-issued laptop.

Recently, the young corporal was returning to the station after a successful meeting with a prospect and he decided to stop at the convenience store for a snack. He parked the GOV outside the convenience store. It was broad daylight and the ebb and flow of vehicle and pedestrian traffic in and out of the store's parking lot was normal. He figured that he would be inside for less than six minutes, and with the laptop under the passenger seat there was no problem. When he returned to his parking space he realized the car was broken into and the laptop was gone.

Capt. Late-Night was working into the evening crunching the numbers for the month. It was getting late and he was hungry so he decided to go home and finish work while he ate in his kitchen. After getting home, Capt. Late-Night decided he was too tired to eat and work so he left the laptop in the trunk of his car and went to bed. He'd finish the rest of the work tomorrow. Unfortunately for him, when he awoke the next morning he was astonished to find his car vandalized and the laptop gone.

## Where there's a recruiter, there's a laptop

While laptops offer recruiters the ability to do their jobs anywhere, with added mobility comes greater risk of loss and theft of the laptop, as well as compromise of the information that it stores. The two scenarios detailed above explain how quickly laptops are lost. Recruiters should remember they are visible in the community, and it is becoming apparent that thieves understand that where there is a recruiter, there is a laptop.

Recruiters must be vigilant at all times when safeguarding their laptops. This command loses one laptop computer every six days. Given the nature of our work, the information we collect and the damage caused by just one laptop's loss, that is an unacceptably high number. For that reason USAREC has taken the following steps to maintain the security and account-



Laptop cable locks are required for all laptops during travel. Recruiters should contact their battalion IMO to obtain cable locks.

ability of laptops:

- CG Policy H-2, dated 11 Dec 06, Security of Laptops and Portable Computing Systems. CG Policy H-2 establishes security standards for laptops within USAREC. Paragraph 9 of the policy is punitive. Policy H-2 requires cable locks and prohibits storage of laptops in privately-owned vehicles and GOVs.

- CG Policy B-11, dated 22 Jan 07, Compromised Personally Identifiable Information within USAREC. CG Policy B-11 provides procedures to follow in the event personally identifiable information held by USAREC in electronic or physical form is lost, stolen or compromised. Policy covers all USAREC personnel, military, civilian, Department of Defense or contractors.

- Laptop Cable Locks. Cable locks are required during travel under CG Policy H-2. Security cables were purchased and are readily available to the field. Remaining computer cables/computer security cables are in contracting for all remaining portable and some fixed computer equipment.

- Laptop Backpacks. Laptop backpacks will be used by recruiters across the command. Recruiters should carry their laptops in their backpacks to ensure that they are in constant control of their equipment.

- Pop-up Messages. Pop-up messages put out to remind people of their responsibility in securing computer equipment. Pop-up messages will occasionally appear when logging on.

- Encryption. Department of Army guidance requires implementation of data at rest encryption for security of personally identifiable information across USAREC. A DA-approved encryption software (POINTSEC) is integrated with the Consolidated USAAC-software Baseline. CUB will help prevent compromise of personally identifiable information. The CUB is being distributed command wide as quickly as possible.



*By Jack Nix, Family Advocacy Program*

Substance abuse and addiction affect entire families, not just the family member using or abusing the substance. Serious personal, family and workplace problems can result from substance use and abuse.

- The partner or spouse of a substance abuser can become codependent. The codependent person becomes so focused on or preoccupied with the feelings and actions of the substance abuser that the person neglects his or her own needs. The codependent person also tends to compensate for the abuser.
- Families in which parents abuse substances are at high risk for spouse and child abuse or neglect. People who experience family violence are at greater risk for alcohol and other drug problems. This often creates a vicious cycle of substance abuse and domestic violence through several generations.
- In the case of parents, the spouse of the person abusing substances is likely to protect the children and assume all parenting duties. The parent abusing substances has trouble parenting or parents inconsistently. The possibility of conflict increases when the parents do not share parenting tasks.

- Siblings in the family of an adolescent substance abuser are often ignored while the parents react to the continuous crises related to underage drinking and drug abuse.

- One who lives with the abuser may be at work physically, but may not be able to concentrate causing a range of problems at work. Distractions over a family member's substance abuse can cause one to make errors in judgment and safety.

Alcohol and substance abuse are two of the most devastating social issues that affect our families. Reluctance to seek professional help also contributes to an increased occurrence due to individuals not receiving the counseling and care they may need to prevent further alcohol or substance abuse.

#### **Getting help for a substance abuser**

Some people who abuse drugs and alcohol are aware of their problem and want help. Others have difficulty recognizing that they are substance abusers or acknowledging the seriousness of their problem. A variety of methods — sometimes called "interventions" exist for helping relatives and friends raise their concerns with someone who abuses drugs or alcohol. They include one-on-one discussions between the abuser and a trusted family adviser, family meetings organized with the help of experts and more structured formal interventions.

#### **Getting help for you and your family**

Resources, including support groups, offer confidential support to help family members cope with the impact of living with a substance abuser. They can provide help at any point — no matter what the status or circumstances.

#### **A resource for everyone**

Military OneSource provides information and confidential counseling to assist Soldiers and family members. MOS will assist with contacting support groups and helping agencies. The services are offered at no cost to Soldiers and family members. Visit the MOS web site at [www.militaryonesource.com](http://www.militaryonesource.com) for additional information or call toll-free at 800-342-9647 for immediate assistance.

Contact your Soldier and Family Assistance Program Manager for additional information about resources and helping agencies.

# Rockwall Safety

By Jim Humphreys, Atlanta Battalion

"Hey! Are you an airborne Soldier?" I yelled at Staff Sgt. Smith (not his real name). He looked at me with an "I've been caught" grin.

"Look at this," I said. Smith looked at image on the digital camera that showed him in mid-air. It looked like he was jumping from the top of the rock climbing wall onto his partner's back.

"Does this look like safety first?" I asked. "Was it not emphasized that three points of contact must be maintained when on the top of the wall, to climb up onto the wall and to climb down off the wall? Here you are in mid-air. You could be flat on your back right now screaming about your broken ankle."

"Looks pretty bad," Smith said.

"This will be going into the training slide deck as an example of what not to do," I said. "I'll give you a break. I won't use your name. No more unsafe acts."

"Hooah," he said.

Safety is the end-all of any portable fiberglass rock climbing wall operation, regardless of which manufacturer built the device. Everything begins with safety and everything comes back to it.

Safety must be incorporated into battalion standard operating procedures and must be continually emphasized throughout the certification training of exhibitor operators. A two-day certification training program of instruction has both classroom and hands-on components. A class of six to eight students receives two to three hours in the classroom covering the SOP and administrative procedures that include an emphasis on how to conduct a risk assessment. Training then becomes hands-on where students are trained to standard and not time.

A driver's training course set up in a controlled environment allows each student to experience maneuvering the truck and trailer without distraction. A series of maneuvers builds each student's level of experience until he receives the final hands-on test during a check ride in local traffic. Students are not allowed to drive in traffic until they are confident behind the wheel to operate the 45-foot tandem of truck and trailer.

Students are placed into three-person teams to gain hands-on experience at deploying the wall from their arrival on site to packing up to go home. Using a checklist from the SOP, one student reads the check list while the other students apply the process. Each student gets an opportunity to be the team leader.

The repetitive process of the training cycle serves to reinforce the importance of safety in deploying the battalion rock climbing wall as a lead-producing interactive exhibit.



A lapse in safety consciousness during any of these processes could result in injury to a climber or a Soldier.

- Is the exhibitor-operator certified to supervise the safe operation of the wall?
- Has the wall been placed into operation at a location that does not compromise safety?
- Is the base of the wall on a level spot?
- Are the hydraulic cylinders that operate the belay system in good working condition?
- Are the belays cables certified as less than a year old?
- Are the high-density foam mats in place around the base of the wall?
- Are climbing helmets, seats, and carabiners in good-working order?
- Are the recruiter operators briefed on the safe operation of the wall to include supervision of a climber from the moment he or she puts on the harness and helmet to climb the wall until the moment a climber successfully scales the wall and rappels back to the ground?

## A reminder from USAREC Safety Office

The certified rockwall operator (CRWO) must conduct a risk assessment on DA form 7566 before each exhibit and ensure maintenance and inspections of RCWs, cables and harnesses are performed daily/weekly. RCWs must have cables replaced every 40,000 climbs or one year, whichever comes first.

A USAREC-wide rockwall SOP is being developed and will be released soon.

**ARMY  
VALUES**

**Recruiting  
with INTEGRITY**

# Are You Safe on Two Wheels?

*Story and photo by Walt Kloeppel, RJ associate editor*

They say there's two types of motorcycle riders – those who have crashed – and those who are about to. They also say that the longer you ride, the more the odds stack against you that, sooner or later, you're going to lay it down.

If that's true, then I surely hope I've paid my dues because in 35 years of riding, I've dumped my bike(s) four times – three times in the driveway and once in front of the house. Embarrassing yes, but knock on wood, nothing injured but my pride.

But I don't always believe what 'they' say either. I believe the longer you ride, the more experience you gain and the more aware you become when on the road.

Yet, in FY 06, 48 Soldiers were killed in motorcycle accidents Army-wide. According to the Army's statistics, that's 20 percent more than in FY 06. Tragically for our team, it hit home in June and July when three USAREC Soldiers lost their lives to motorcycle accidents.

There have been 26 Class A motorcycle accidents (permanent disability or death) Army-wide in FY 07, compared to 39 for the same time period in FY 06. These 26 accidents resulted in 24 fatalities, and the fiscal year still has two months left, right in the peak of motorcycle use.

In too many cases, alcohol and excessive speed are contributing factors. It's not rocket science to understand that it's a bad deal to climb on a motorcycle intoxicated, much less on one that can go 0-100 mph in less than seven seconds.

## Crotch Rockets

Sport bikes, aka "crotch rockets," are marvelous machines. They're Indy cars on two wheels that are capable of 150 mph — a pure adrenaline junkie's dream. They're also the deadliest statistic wise. The temptation to twist the grip and fly has taken the lives of too many Soldiers. There are too many variables on a public road to wring out your bike's potential. If you have to see what the bike will really do, take it to a race track and ride it under controlled conditions.

In the past two years, you may think you've read enough on motorcycle safety. It's never enough as long as Soldiers keep getting killed on their bikes. We've got to get better. While new riders must attend the Motorcycle Safety Foundation rider's course by regulation, don't stop there. Take advanced courses. Take any and every type of training you can to make you a better rider. You owe it to yourself — you owe it to your family.

## Be Alert

When on your bike, imagine you're invisible. Ride as if that oncoming car making a left turn in front of you cannot see you, because sooner or later, they won't.

Know your bike and know your ability. Ride your ride. If you're riding with your buddies and they are riding faster than your comfort range, drop back and catch up with them down the road. Know your limitations and *don't* push the envelope — ever.

All riders need to realize that it *can* happen to you. Yet, if you'll gain your experience on the road with safety in mind, you can enjoy a lifelong hobby that those on four wheels can only wonder about.



**Today's sportbikes are more powerful and faster than anytime in history. They demand respect when riding.**

# Never Give Safety a Day Off

**Recruiting  
with INTEGRITY**

**ARMY  
VALUES**

## Northwest Recruiters Cause Some Chaos

*Story and photo by Cheryl Cho, Seattle Battalion*

It was a hectic scene as Soldiers ran through the woods with pressure-loaded guns and had their command group hitting bunkers and scrambling for cover.

This may sound like a scene from a war movie, but it was actually a paintball game Seattle Battalion used as a team-building event for their recent Station Commander After Action Review at Fort Lewis, Wash.

"This was a real great opportunity for leaders and station commanders to interact with the recruiters without involving the mission," said Seattle Battalion's Command Sgt. Maj. Edward Benedictus. "And it also let the recruiters really enjoy the camaraderie of fellow Soldiers since they don't get to see people from their battalion on a daily basis."

Participants from all the different companies had convened for the quarterly event to talk about what went right and what went wrong from the previous quarter. According to event organizers, the communication and chemistry needed to make things work on the paintball field are the same kinds of skills needed to talk about making things work better for recruiting.

"I loved it!" said 1st Sgt. Michael Azevedo. "These kinds of events promote teamwork, and you really get to interrelate with Soldiers that you don't get to meet with often."



**Seattle Battalion recruiters enjoyed some R&R as the battalion organized a paintball team-building event.**

## Defending Her Reasons to Join

*Story and photos by Cheryl Cho, Seattle Battalion*

When 17-year-old Kalynn Hause enlisted in the Army last summer, she faced plenty of objections from her friends, classmates and even from some of the teachers in her small town of Port Townsend, Wash.

"I lost a lot of friends who were against the war," Hause said.

But Hause enlisted anyway, signing on to become an ammunition specialist. Even though she was very sure about her choices, it was tough dealing with those around her who constantly expressed their disapproval for her career plans.

Then Hause got a chance to express herself when her recruiter approached her about writing an essay for a major news publication — The New York Times. USAREC's Public Affairs Office had coordinated with the publication to find a Future Soldier to write an essay about why they decided to enlist. Hause's essay will appear in the September edition of New York Times Upfront, a biannual publication about education targeting teens.



**Staff Sgt. James Thomas presents Kalynn Hause with a check representing \$38,700 in GI Bill money.**

"I was inspired by a janitor I knew once that was in WWII and I was impressed how proud he was to have served his country," said Hause. "I thought his emotional strength and pride were really awesome."

Hause's patriotic essay talks about her reasons for enlisting into the Army and also why she plans on volunteering for a deployment to Iraq as soon as she completes her training. Hause said she thought long and hard about all of the risks but still decided the Army was something she wanted to do. The recruiter who enlisted Hause last year, Staff Sgt. James Thomas, said he noticed her patriotism right away and is proud of everything she's had to overcome in order to enlist — which included losing more than 20 pounds. "Kalynn is one of those types that just really wants to serve her country," said Thomas. "She's a very smart person and self-motivated, and she's well aware of both the opportunities and challenges ahead of her."

During a recent awards ceremony at her school, Thomas presented Hause with a check representing the \$38,700 in GI Bill money she will receive. He spoke to the students about Hause's New York Times recognition and how her career choice would help defend the freedoms of all those in the room.

## Elementary School Principal Fulfills Lifetime Dream

*By Audrey Hill, St. Louis Battalion*

From teacher and coach to elementary school principal, 29-year-old William D. Altermatt Jr. is getting a chance to do what he really wants — become a Soldier in the U.S. Army.

"It's something I've wanted to do. I've thought about joining for a long time," he said. "I'm recently divorced, no kids — I thought this was as good a time as any to just do it!"

Altermatt was influenced by his father, who enlisted in the Army in the early 1960s and served in Germany.

He speaks with pride about an older brother who enlisted in the Army during the Vietnam era and did an eight-year tour. His brother currently works at a prison correctional center using his Army training as a military police officer.

For six years Altermatt was a teacher and coach at Caledonia High School in Caledonia, Mo. As coach for the varsity baseball team, the team won the 2005 Missouri championship.

For the past two years, Altermatt has been the principal and occasional substitute bus driver at Ellington Elementary School in Ellington, Mo., which has a student population of 320.

In November Altermatt walked into an Army recruiting station for the first initial interview. He spoke to Staff Sgt. Jeremiah Cummings of the West Plains station in West Plains, Mo.

"He knew exactly what questions to ask and knew exactly what he wanted when he walked in," said Cummings.

"It's great to see someone excited and proud about joining the Army, and that makes the enlistment process that much easier," said Cummings. "Altermatt, he's very intelligent and well spoken; he'll do well in the Army."

Altermatt said the Army would help him reach another goal.

"I've always wanted to get into the health care field, and with the benefits I receive from the Army I can finally achieve that goal," he said.

Altermatt decided to enlist as a health care specialist. Using his Army skill training and education he hopes to eventually become a registered nurse.

He will receive \$7,000 for having a bachelor's and master's degree, as well as an enlistment bonus. He will also benefit from the Army Student Loan Repayment Program.



## Super Influencer Feels Honored to Work with Army

*By Debbie Cannon, Denver Battalion*

He was listed on the speaker's agenda as a "Super COI."

As he stood before the USAREC public affairs and advertising group at a training conference in Las Vegas in May, a slide behind him read "Super COI," to which he replied, "To me a koi is a fish — so I'm a big fish."

And to Army Recruiting, Bill Popp is a big fish.

Founder, owner and chairman of www.popp.com, a Minnesota-based telecommunications company; partner/owner of the Minnesota Timberwolves NBA team; and founder of Minnesota Military Family Foundation, Popp said he is a "military wanna-be."

Believing that everyone should serve the military in some way, Popp never served, but his contribution has been several millions of dollars through founding the Minnesota Military Family Foundation.

The organization's funds support deployed Minnesota military personnel, their spouses and children with loans or grants during extraordinary financial hardship. He worked with the governor of Minnesota to form the organization.

Popp explained that many companies would love to support the Army, and all the Army has to do is ask.

Just call up and say, "I'm with the Army, Bill, and I want your help," Popp said. He feels that being able to say you're from the Army carries a lot of weight and most businesses would be honored to help. "When the Army calls, you've got my attention."

Influential leaders in the community aren't looking for "thanks" when they commit to the Army, said Popp. They want to give their time because they are part of American culture, he added.

As someone who studies history, human nature and mother nature, Popp said there is more peace in the world today than ever before because of the U.S. Constitution, and because of individual rights and freedoms in the United States, it has improved the quality of the world.

"The best thing I can do for my children is secure our way of life," said Popp.

Popp said forming relationships with smaller, local advertisers is good, because they can control what they say in their advertising and can state that they support the military.

## Cincinnati Reds Host Army Birthday Spectacular

*Story and photos by Kim Martin, Columbus Battalion*

Cincinnati Reds fans offered a standing ovation to Maj. Gen. Thomas Bostick and the 51 Future Soldiers who participated in the swear-in ceremony on center field of the Great American Ballpark. Moments after, the Golden Knights Black Demonstration Team performed in honor of the U.S. Army's 232nd birthday on June 14th.

"Over the past few years, we have formed a great relationship with the Reds, and this is the second year in a row we've been able to celebrate the Army's Birthday with them," said Maj. McKinley Cunningham, Cincinnati Company commander. "This was the first time any Army team has jumped into the Great American Ballpark so it was pretty exciting."

Before the festivities began on the field, a small commendation ceremony was held for the Cincinnati Reds' Chief Operating Officer John Allen. Allen, an Army veteran, was awarded a Freedom Team Salute framed certificate and a coin from Bostick before the two of them cut the Army Birthday cake.

The Golden Knight's Sgt. 1st Class Rob Maes also presented Allen a token of appreciation in the form of a framed autographed poster of the Golden Knights.

This event was practically a homecoming for many of the Golden Knights. Four of the performers are from the Buckeye state and some of them had friends and family in attendance.

Most of the Cincinnati area recruiters were in attendance for the event as well, including the newest addition to the Cincinnati recruiting team, Sgt. Shane Smith.

"June 14th is my birthday," said Smith. "Watching the Golden Knights really makes me miss (jumping out of planes), but the Army wants me to be in recruiting right now. Events like this are probably the best part of my new job."

Smith, who recently returned from a deployment in Iraq, was invited to throw out a first pitch before the game. Col. Donald Bartholomew, assistant chief of staff, G7/9 at USAREC headquarters, was also honored by the Reds with the opportunity to throw out a first pitch.

"I grew up in Cincinnati so I had a great time coming home for this event," Bartholomew said. "Before the game began, I was able to speak to some of the Future Soldiers about their career plans while they were handing out flags."



**Cincinnati Reds fans offered a standing ovation to Maj. Gen. Thomas Bostick (below) and the 51 Future Soldiers who participated in the swear-in ceremony on center field of the Great American Ballpark.**

Cincinnati Company's Future Soldiers and recruiters handed out 10,000 American flags to Reds fans before the game in celebration of Flag Day. They also manned an exhibit area on the plaza of the park gathering leads and offering a space for the Golden Knights to sign autographs. Soldiers from Cincinnati Company also provided the color guard for the game and Fort Knox's Sgt. Melissa Powell sang the National Anthem.

"We have an important job to do out here in recruiting," said Cunningham, "but that doesn't mean we can't have a good time while we are working. These events are great for recruiters, Future Soldiers, COIs and even the general public."



## Reserve Officer Now Veterinarian

By Maj. Douglas Owens, 2D Medical Recruiting Battalion

Maj. Carrie Benton followed her family's military tradition. Except now she is combining that tradition with another family tradition — helping others. Thanks to the Army, Benton is also now known as Dr. Carrie Benton, Doctor of Veterinary Medicine.

Benton grew up in the Army. "I lived in such places as Aiken, SC, near Fort Gordon, Carlisle Barracks and West Point." Her father, retired Brig. Gen. Allen Grum, was an engineer officer with combat tours in Korea and Vietnam. He eventually headed the engineering department at the United States Military Academy at West Point.

Benton's mother, Jane Patterson Grum, was a civilian nurse who worked in the surgical ward at Walter Reed Army Medical Center and volunteered at the White House. Benton's sister is also serving in the Army, currently as an Army urologist at Walter Reed Army Medical Center.

Growing up in such an environment, it was only natural for Benton to follow the military path. Embracing the concept of service to country, Benton earned a ROTC scholarship at the University of Delaware, and was eventually commissioned as a quartermaster officer. She saw combat with the 3rd Armored



**Retired Brig. Gen. Allen Grum reads the oath of office to his daughter, Carrie Benton before pinning her major ranks on June 8.**

Division during Desert Storm. She later resigned her commission but continued to serve as a Reserve officer.

Benton wanted to continue to serve our country, but she also wanted to combine that tradition with helping others. She wanted to make a difference. In 2003, Benton applied to the University of Georgia Veterinary School. During her first year, she earned a veterinary health professions scholarship. Her goal was not only to become a veterinarian, but an Army veterinarian.

That goal was realized as Benton recently graduated with her doctorate in veterinary medicine and on

June 8, 2007, her father proudly read the oath of office and then pinned major's rank on her at the headquarters of the 2D Medical Recruiting Battalion.

"For me, the health professions scholarship program was an opportunity to continue serving the country, which I had been doing for 16 years and loved, and being a veterinarian, something I had wanted to do for as long as I can remember."

Benton will serve as a veterinary officer in Norfolk, Va., upon completion of the veterinary track of the Army Medical Department Officer Basic Course held at Fort Sam Houston, Texas.

**Sgt. 1st Class Mark Buecker, Orange Park recruiting station, along with Master Sgt. Steven Larner, Senior Military Instructor at the University of Florida, Gainesville, presented Krystle Harris, 16, a bronze medal identifying her as holding third rank in the state of Florida in the postal phase of the U.S. Army Jr. Air Rifle Championship. The presentation took place May 10 at the Gateway Rifle and Pistol Club in Jacksonville where Harris trains. Harris was judged in the individual precision class by members of the Civilian Marksmanship Program and the U.S. Army Marksmanship Unit. Harris, a junior at Middleburg High School, has been shooting since she was 13 years old and has ambitions of going to West Point or joining a college marksmanship team. Photo by Cynthia Rivers-Womack**



## Army meets Medical Action Plan benchmarks

*By Elizabeth M. Lorge,  
Army News Service*

Army officials announced June 15 that they have met all 10 "quick wins" set forth under the Army Medical Action Plan to improve Soldier medical care.

The 10 quick wins are the first of five phases of the action plan, and refer to procedural and structural changes designed to make transition easier for wounded Soldiers and their families.

"They will significantly improve the policies and processes that have inhibited and frustrated our Soldiers and their Families for many, many years," said the vice chief of staff of the Army, Gen. Richard A. Cody.

Instead of segregating wounded Soldiers according to active-duty or Reserve-component status, the Army Medical Command is now placing them in Warrior Transition Units, with a ratio of one squad leader to every 12 Soldiers.

In addition to a squad leader, each Soldier will have a primary-care manager and a nurse case manager to provide leadership and medical oversight and coordination. Formal training courses for WTU commanders and cadre are scheduled to begin June 25, Cody said.

A new manning document also authorizes leadership, clinical oversight and coordination, and administrative- and financial-support levels at each medical treatment facility throughout the Army.

According to Cody,

electronic records systems are also expected to expedite care. The Army has linked the Web-based Defense Personnel Records Retrieval System to the Department of Veterans Affairs to electronically transfer records needed to initiate VA benefits. MEDCOM is also testing the MyMEB Web site, which will allow Soldiers to track the status of their Medical Evaluation Boards online.

The Army is placing special emphasis on the role families play in Soldiers' recoveries. Soldiers can now designate preferred-treatment locations near their families before deploying, and Soldier and Family Assistance Centers are being established at Army hospitals to provide administrative and financial assistance and help coordinate benefits and services.

Cody also detailed changes being made in training and doctrine to decrease the stigma and increase recognition, diagnosis and treatment of Post Traumatic Stress Disorder and traumatic brain injuries. These include formal training for medical professionals and all Soldiers and commanders.

Other quick wins include prioritizing medical care and housing for wounded warriors and the maintenance of medical facilities, as well as monthly town hall meetings at each MTF to identify problems and concerns.

"We are doing everything possible to improve the services we provide and change processes and policies that are cumbersome, frustrating and inconvenient for our warriors and their families," said Cody. "We are fully committed to helping our wounded warriors and their

families through medical recoveries for return to duty or for transition out of military service."

## Reducing stigma key to better mental health, officials say

*By Jim Garamone, American Forces Press Service*

The key to improving mental health care in the military and in America is to reduce the stigma associated with seeking help, Defense Department medical officials said June 15.

The officials spoke during the release of the latest department Mental Health Task Force Report at the Pentagon.

Ward Casscells, assistant secretary of Defense for health affairs, said the issue of reducing stigma associated with servicemembers and their families seeking mental health help is crucial to success in this effort.

"We need all the input we can get," Casscells said.

"We're out there talking to Soldiers, line commanders, people in the corporate world, people in the university world, Institute of Medicine. We've got two eyes open, two ears open, a lot of eyes and ears open, so we're looking for ideas on that."

Casscells said the message he is trying to get to commanders and troops is that it is all right to seek help. He said many famous people in history have suffered from depression.

"Martin Luther, Gandhi, Beethoven, Sigmund Freud, Patton, Churchill, Abraham Lincoln, every one of them had bouts of depression

through their life, and every one of them became a great success in some way," he said. "Now you wouldn't have wanted a weapon in Mozart's hands, but he made enormous contributions."

Better screening of servicemembers for possible mental health problems is part of the effort, Casscells said.

"We've got these post-deployment questionnaires that you fill out when you leave theater," he said. "When I left Iraq, I filled out a questionnaire that said: Were you near an IED that went off? Are you having trouble sleeping? Are you having trouble controlling your feelings? And so forth, and so on. A lot of people check 'no' because they want to get home."

New methods seek to assure troops that "even if they check 'yes,' they're going to get home and get the care when they get home, that they can fill this thing out honestly," he said.

Another issue is follow-up care.

"We are getting some retired Soldiers, including chaplains and psychologists, who are going to make it their business to contact people at six months and say, 'I just want you to know that we haven't forgotten your service. I'm a veteran. And don't forget there are all these things available to you. And by the way, I'm here to talk to you. I struggled with this or that. And you can call me confidentially because I'm not in the chain of command,'" Casscells said.

"But we want to make sure that at six months, we've got everybody contacted," he said. "And so we are working

toward that goal."

Rear Adm. John Mateczun, Navy deputy surgeon general, said the stigma of mental health problems is a pervasive problem. "We hope to find new ways to be able to deal with the questions that people have in their mind about seeking mental health support," he said.

The admiral said the Navy is reviewing policies about care for mental health and what that means for deployment.

"We have a lot of people who may not seek mental health care appropriately," Mateczun said. "One of the results of Operation Desert Storm and the reviews that went on about mental health care after that conflict was that there were a number of people that actually deployed with diagnoses, with medications that they had received from private practitioners that we didn't know anything about."

The services need to make sure that people with diagnoses who are able to deploy, are given the proper medications and treatment, Mateczun said.

"We've reviewed our weapons qualifications policies and ... have modified our physical qualifications criteria so that those people who are on routine medications and doing well can continue to qualify and bear arms."

Ease of access to care concerns the Maj. Gen. Gale S. Pollock, commander of U.S. Army Medical Command.

"One of the changes that we've made is a program that we've called respect.mil," she said. "Instead of requiring the Soldiers or the family members to go to a designated location

because you're getting behavioral health care, it's now done inside the primary care area so that we can do the assessment, and people can just come to the clinic for behavioral health issues the same as they would come for any physical health."

Navy Vice Adm. Donald Arthur, co-chairman of the task force, said the group has finished its work and represented the finished report to Defense Secretary Robert M. Gates. The Defense Department will have six months to develop and begin to implement an action plan.

## Army working to improve warfighters' gear, equipment

*By Donna Miles, American Forces Press Service*

Today's Soldiers have the best equipment available, and the Army keeps striving to improve it, the general who oversees the equipping effort said.

"In the history of warfare, there has never been a ground Soldier as well equipped and capable as the U.S. Army is today," Brig. Gen. R. Mark Brown said June 14.

The weapons, clothing and other gear used by warfighters today make them "more capable, more survivable, more lethal and with better communications than any time in history," Brown said.

"Even though that's the case, we never rest on our laurels," he said. "We're always looking for something better. ... We get the state-of-the-art, and then we immediately start going on to the

next thing."

As commander of the Army's Program Executive Office Soldier program, Brown oversees the production of everything Soldiers wear or carry. That ranges from uniform items, protective gear and weapons to optical equipment and communications systems.

With a \$1 billion annual budget for research and development and \$4.4 billion for procurement, PEO Soldier's 400 programs all work toward a common goal. "The eternal challenge in PEO Soldier is to balance size, weight and power consumption with Soldier capabilities," Brown said.

That means giving troops the highest-quality, most dependable, lowest-maintenance gear possible, but with the lowest weight and least bulk. It's a constant balancing act between lightening equipment without losing capability, while adding new systems as they come on line, he said.

Brown's goal is to limit the maximum fighting load to one-third of a Soldier's body weight. That's a huge challenge, he acknowledged, when some missions currently require as much as 100 pounds of equipment.

Even the latest Interceptor body armor and outer tactical vest now being fielded weigh about 27.8 pounds. This figure varies slightly depending on size and doesn't include the added weight for throat and groin attachments or deltoid protection.

Brown said he's impressed with the speed in which new equipment is reaching the force. The Army has introduced nine body-armor improvements in the last five

years and four helmet improvements in the last three.

"What we try to do is develop these things as rapidly as we can and do the research and development, the test, the acquisition as simultaneously as we can," he said. "A lot is being done and being delivered to the Soldier at the right place and right time."

Brown visibly bristles when asked about news reports that more capable gear is intentionally being kept from the troops. That's flat-out wrong, he said, and shakes the confidence of Soldiers in harm's way.

"I want to assure the American public, the Soldiers and their families that they have the best equipment when and where they need it," he said. "If there were something better, we would buy it, and we're always looking for something better."

## Army recognizes greatest inventions for 2006

*By J.D. Leipold, Army News Service*

Researchers behind the Army's top 10 greatest inventions for 2006 were recognized at a ceremony June 12 in Arlington, Va.

Now in its fifth year, a program awards new technologies that increase Soldier safety and improve mission effectiveness. Three of this year's top inventions are geared toward defeating IEDs, and most inventions have already been fielded to Soldiers fighting the war on terror.

The top picks were chosen



**The Integrated Robotic Explosive Detection System is one of the Army's top 10 inventions for 2006. It was developed by U.S. Army Aviation and Missile Research, Development and Engineering Center, Redstone Arsenal, Ala. U.S. Army photo**

by Soldiers from active-Army divisions and the U.S. Army Training and Doctrine Command according to three criteria: impact on Army capabilities, potential benefits outside the Army and inventiveness.

The vice chief of staff of the Army, Gen. Richard A. Cody, praised the winners for listening to requests from Soldiers in the field and acting quickly in research and development to provide solutions to problems they face in Iraq and Afghanistan.

"As long as this community continues to listen to the American Soldier and gives you feedback ... we'll stay ahead of this enemy and we'll be successful," he said.

Gen. Benjamin S. Griffin, commanding general, Army Material Command, also thanked awardees for helping save the lives of Soldiers.

"I thank you all for being responsive to Soldiers who identified a need that you moved out on," Griffin said. "I challenge you now to be back here next year with something that again meets the needs of

our people who are deployed around the world."

The Army's Greatest Inventions for 2006 are: **Blow Torch Counter Improvised Explosive Device System**, U.S. Army Research Laboratory, Aberdeen Proving Ground, Md. This vehicle-mounted system detonates IEDs at safe stand-off distances, minimizing vehicle damage and

Soldier injuries.

**Integrated Robotic Explosive Detection System**, U.S. Army Aviation and Missile Research, Development and Engineering Center, Redstone Arsenal, Ala. Capable of crossing rugged terrain, this remotely operated system incorporates an explosive trace detector onto a robotic platform.

**Plastic Shaped Charge Assembly for Remote Destruction of Buried IEDs**, U.S. Army Armament Research, Development and Engineering Center, Picatinny Arsenal, N.J. Remotely emplaced, the device destroys known or suspected unexploded ordnance with higher accuracy than similar devices currently in use. Its low-fragmentation plastic housing eliminates collateral damage.

**Humvee Crew Extraction D-ring**, U.S. Army Aviation and Missile Research, Development and Engineering Center, Redstone Arsenal, Ala. The D-ring provides solid anchor points for the hooks of a tow strap, chain or cable to

pull open damaged doors of an up-armored Humvee.

**M1114 Humvee Interim Fragment Kit 5**, U.S. Army Research Laboratory, Aberdeen Proving Ground, Md. This kit was fielded as a ballistic improvement for the M1114 Humvee in April 2006. A prototype door solution with fabrication and mounting instructions was provided within one week with automotive testing and safety certification.

**Remote Urban Monitoring System**, U.S. Army Communications-Electronics Research, Development and Engineering Center, Fort Belvoir, Va.

RUMS hardware combines emerging technologies in Wireless Local Area Network technology, night-vision cameras and unattended ground sensors to eliminate false alarms. Tripped sensors transmit an alarm signal to the camera module and operator after video and audio from multiple camera modules confirm the unattended ground sensor's alarm signal.

**Constant Hawk**, U.S. Army Research Laboratory, Aberdeen Proving Ground, Md. Constant Hawk is a surveillance capability that uses an electro-optic payload to collect intelligence and

identify areas that require increased surveillance by other assets.

**OmniSense Unattended Ground Sensor System**, U.S. Army Research Laboratory, Aberdeen Proving Ground, Md.

OmniSense is an unattended ground sensor system used to detect and classify personnel and vehicles in perimeter defense.

**EM113A2 Rapid Entry Vehicle**, U.S. Army Armament Research, Development and Engineering Center, Picatinny, N.J. The vehicle provides rapid entry, nonlethal crowd control and rescue-squad insertion capabilities into areas requiring nonlethal intervention. The vehicle

increases Soldier survivability through improved situational awareness and the ability to move and fire from within an armored vehicle.

**BuckEye System**, U.S. Army Engineer Research and Development Center, Vicksburg, Miss. BuckEye uses a digital camera to produce geospatial information for intelligence, surveillance and reconnaissance. It also produces high-resolution 3D urban mapping.

**Another top 10 invention is the Humvee Crew Extraction D-ring pictured here. It was created by U.S. Army**

**Aviation and Missile Research, Development and Engineering Center, Redstone Arsenal, Ala. The D-ring provides solid anchor points for the hooks of a tow strap, chain or cable to pull open damaged doors of an up-armored Humvee. U.S. Army photo**



# Gold Badges

JUNE 2007

## 2D MEDICAL BATTALION

SSG Eric Lara

SSG Travis Smith

## ALBANY

SSG Willis Allen III

SSG Arman Wright

SGT Jeremy Allen

SGT David Harris

## BALTIMORE

SFC Veneika Converson

SSG John Helm Jr.

SSG Kimbo Hodge

## BATON ROUGE

SSG Staci Rittmeier

SSG Shane Scott

## CHICAGO

SSG Jason Magee

SSG Stephen Murphy

SSG Harry Outlaw

SGT Jeremy Carruthers

SGT Carl Logan

SGT Luis Velazquez

## COLUMBIA

SFC Tanisha Geter

SSG Willie Ross

## COLUMBUS

SSG Tongi Carter

SSG Rajah Johnson

SSG Joshua Tucker

SGT William Faulker

## DALLAS

SFC Marion Jordan

SSG Trey Bonds

SSG Ricardo Gracia

SGT Christopher Little

SGT Larry Tucker

## DES MOINES

SSG Johnny Marshall

SSG Edward Moore

SSG Brenda Steinhauser

SSG Michael Whittler

SGT Brian Marney

SGT Nathaniel Mummert

## HOUSTON

SGT Jason Carter

SGT Jerry Delafuente



## SGT David Sweeney HQS CHAPLAIN BRANCH

MAJ Brian Chepoy

MAJ Stephen Cruys

MAJ Thomas Eddy

MAJ William Manning

## INDIANAPOLIS

SFC Jeremee Brown

SFC Timothy Greenfield

SFC James Persinger

SSG Michael Artis

SSG Kenneth Kersey

SSG Thomas Parker

SSG Christopher Scarlet

SSG Taveis Stevens

SSG Ryan Stewart

SSG Matthew

Wondolkowski

SGT Cody Gull

SGT Robert Osterman

SGT Charles Toombs

SGT Jeffrey Todd

CPL Eric Zimmer

## JACKSON

SGT Antonio Hart

SGT Jeremy Gordon

## LOS ANGELES

SSG Merino Alvarado

SSG Marshall Dykes

SSG Daniel Perales

SGT Ernesto Hernandez-Castillo

SSG Juan Padilla

SSG Walter Rhodie

SSG Jude Santarina

CPL Martin Pulido

## MIAMI

SGT Shawn Henderson

SGT Randolph Muentes

## MINNEAPOLIS

SFC Brian Phillips

SSG Nathan Temple

## MONTGOMERY

SFC Michael Johnson

SSG Kenneth Tidwell

SGT Keith Hinton

## NASHVILLE

SFC Bryan McIntosh

SFC Ryan Mills

SSG Shemya Brown

SSG Roger Daniels

SSG James Dixon

SSG Jason Ladd

SSG Gregory Stark

SGT Laurie Fortner

SGT Patrick Kelly

SGT Joshua Riddle

CPL Arthur James

CPL Scott Wolfe

## NEW ENGLAND

SSG Channcy Croker

SGT Victor Stevens

## PITTSBURGH

SFC Michael Holder

SGT Adam Gallagher

SGT Nicole Patton

SGT Lori Swetof

## SACRAMENTO

SFC Pablo Corrales

SFC Walter Gonzales

SSG Kimberly Gleaton-Stallings

SSG Sean Hunter

SSG John James

SSG Dustin Jurach

SSG Maurizio Surdo

SSG Michael Susi

SGT Steven Cook

SGT Rey Bagorio

SGT Shawn Decass

SGT Clinton Harrington

SGT Joshua Holybee

SGT Joel Jensen

SGT Sean Plunkett

SGT Chandan Randhawa

SGT Jeremiah Strong

CPL James Lanot

CPL Matthew McMullen

## SAN ANTONIO

SSG Michael Wright

## SEATTLE

SGT Marc Gurrolareveles

CPL William George

## ST. LOUIS

SSG Steven Dix

SSG Jeremy Lines

## SOUTHERN CALIFORNIA

SFC Gabriel Rodriguez

SSG Ricardo Castillo

SGT Hyram Godsey

SGT Travis Harker

SGT Andrew Reeves

CPL Daniel Tyler

## SYRACUSE

SFC Scott Abraham

SFC Ryan Booser

SFC Joseph Dobrowolski

SFC Tony Glass

SFC Robert Lopez

SFC Daniel Sankers

SFC Ian Winters

SSG Wesley Burke

SSG Dwayne Devane

SSG Scott Dickinson

SSG Adam Hall

SSG Charles Koerner

SSG Joseph Larson

SSG Jonathan Linde

SSG Pedro Smith

SSG Stephen Swim

SGT Nathaniel Arnold

SGT Jonathon Bielski

SGT Skyler Bradley

SGT Rahed Glover

SGT Brandon Guffey

SGT Jeremy Horn

SGT Eric Krause

SGT Matthew Paulhamus

SGT Samuel Richardson

SGT Andrew Wieczorek

CPL Christopher Cianflone

CPL Benjamin Dow

CPL Kevin Fritsch

CPL Michael Long

## TAMPA

SFC Tracy Olson

SSG Holland Mabes

SSG Kenneth Magee



# Recruiter Rings

JUNE 2007

**3D MEDICAL BATTALION**

SFC James Flemal  
**ALBANY**  
SSG Travis Crow  
SSG Gerald McDonough  
**ATLANTA**  
SFC Gerald Crite  
SFC Sean Dullaghan  
SFC Michael Pettigrew  
SFC Cathy Tutman  
SSG James Covington II  
SSG Barbara Harrow  
SSG Nicholson Lawrence  
SSG Matthew Montoya  
SGT James Wills  
**BALTIMORE**  
SFC Kerry Smith  
SFC Edward Tucker  
SSG Michael Hunter  
SSG Daniel Martin  
**BATON ROUGE**  
SSG Jimmy Floyd  
**CHICAGO**  
SSG Justin Stellmacher  
**COLUMBIA**  
SFC Danielle Dubose  
SFC Cedric Kirkwood  
SFC Cameron Shoemaker  
SSG Delvico Graham  
SSG Michael Robertson  
SSG John Waters  
**COLUMBUS**  
SFC Joseph Baldwin  
SSG James Henderson  
SSG Brett Lewis  
SSG George Robinson  
**DALLAS**  
SFC Billy Morrow  
SSG Michael McEunn  
SSG Nikika Myles  
SSG Shawnae Walker  
SGT Telly Grier

SGT Matthew Lamont  
SGT Christopher Willmouth  
**GREAT LAKES**  
SFC Prescott Woodard  
SSG Timothy Brown  
SGT Erik King  
SGT Dondi Kowalski  
**HOUSTON**  
SSG Joe Flores  
SSG Robert Harter  
SSG Lance Richard  
SSG Neal Roddy  
**JACKSON**  
SSG Carlous Banks  
**JACKSONVILLE**  
SFC Jefferey Bumb  
SSG Dorman Bowman  
SSG Mark Buecker  
SSG Winslow Hill  
SSG Frederick Rich  
SSG Gregory Zook  
SGT Plinky Ruluked  
**LOS ANGELES**  
SFC Raymundo Rosales Jr.  
SSG Manuel Reyes Jr.  
**MILWAUKEE**  
SFC Bryan Foster  
SFC Steven Morrison  
SSG Gregory Ernst  
SSG Eric Owens  
SSG Vonley Stanley  
SGT Patrick Egan  
SGT Gerald Lozana  
SGT Thomas Russell  
SGT David Treb  
CPL Jeremy Brown  
**MONTGOMERY**  
SFC James Cadwell  
SFC Daniel Morthland

SFC Carlos Richardson  
SSG Tanji Allen  
SSG Demian LaChance  
SSG Leonard Peters  
**NASHVILLE**  
SFC Nathan Church  
SFC Randy McCoin  
SFC John Sevanick  
SFC Lawrence Williams  
SSG Robert Bishop  
SSG Thomas Clark  
SSG Courtney Davis  
SSG Randall Evans  
SSG Darrell Ford  
SSG Solomon Gholston  
SSG James Morgan  
SSG Shawn Ross  
SSG Robert Sexton  
SSG David Stills  
SSG Sun Soldano  
**OKLAHOMA CITY**  
SFC James Gammon  
SSG David Myers  
**PITTSBURGH**  
SFC Anthony Wiley  
SSG Christopher Mugnano  
SSG Larry Owens  
**RALEIGH**  
SFC John Robinson  
SSG Jonathan Millet  
SSG Jeremy Parker  
SGT Aljamar Ward  
**SACRAMENTO**  
SFC Malcolm Payton  
SSG Steven Lowe  
SSG Michael Mason

SSG Phillip Odell  
SSG Joseph Tucker  
SGT Juan Moya  
SGT Richard Rodriguez  
**SALT LAKE CITY**  
SFC Robert Daniels  
**SAN ANTONIO**  
SFC Gilbert Navarro  
SGT Ralph Stout  
**SEATTLE**  
SSG Gabriel Martin  
SSG Jamie Wise  
**SPECIAL OPERATIONS BN**  
MSG Ernesto Vazquez  
**SOUTHERN CALIFORNIA**  
SSG John Nystrom  
**ST. LOUIS**  
SFC Brian Caffee  
SSG Charles Lovingood  
SSG David Martin  
SSG Robert Owens  
SSG George Smith  
SSG Andrew Sutphin  
SGT Clinton Parker  
SGT Molly Williams  
**TAMPA**  
SFC Esteban Ortiz  
SSG Stephen Carter  
SSG Robert Jones  
SSG Sonianica Matthews  
SSG Robert Padilla  
SSG Robert White II



# Conversations

JUNE 2007

## Morrell Awards

JUNE 2007

### 3D MEDICAL BATTALION

SFC Alexander Panos

### ALBANY

SFC Richard Lomax

### ATLANTA

SFC Catherine Aquino

SFC Andree Lipscomb

### BALTIMORE

SFC Matthew Oliver

### BATON ROUGE

SFC Dennis Murray

SFC Bobby Stanovich

### BECKLEY

SFC Nathan Cook

SFC Darren Iacono

SFC Ricky Webb

SSG Marco Robinson

### CHICAGO

SFC Julius Lindsey

### COLUMBIA

SFC Fritz Hodges

SFC Melinda George

### COLUMBUS

SFC Lamon Solomon

### DALLAS

SFC Keith McCosham

SSG Connie Chewett

SSG Anthony Griffin

SSG Jacob Paddon

SGT Jeremy Greene

### DES MOINES

SSG Nicholas Compton

SSG Robert Fensler

### GREAT LAKES

SFC Derral Redwine

SSG Jeremy Fetterolf

### HOUSTON

SFC Tydas Blue

SFC Reginald Harris

SFC Terry Rancher



SSG Alberto Castillo  
 SSG Joe Dingle  
 SSG William Henderson  
 SSG Fernando Martinez  
 SSG Joe Ordonez  
**INDIANAPOLIS**  
 SSG Clayton Love  
 SSG Jamie Manshum  
**JACKSON**  
 SFC Nicholas Amanatidis  
**MID-ATLANTIC**  
 SSG Robert Arrington  
**MINNEAPOLIS**  
 SFC James Bernard  
**MONTGOMERY**  
 SFC Latonua Williams  
 SSG Tyrone Massey  
**NASHVILLE**  
 SFC James Edgerton  
 SFC David Fuller  
 SFC Daniel Moore  
 SFC Craig Nabors  
 SFC Lisa Slade  
 SSG Stephen Buford  
 SSG John Tengel  
**PITTSBURGH**  
 SFC William Schrock  
**RALEIGH**  
 SFC Russell Hopkins  
 SGT Zachary Stauffer

**SACRAMENTO**  
 SFC Ernest Fisher Jr.  
 SFC Alvin Gage  
 SFC Carmen McDavitt  
 SFC George Moore  
 SFC John Hunn  
 SFC Richard Mott  
 SFC Richard Villeneuve  
 SSG Trey Franklin  
 SSG Jason Simmons  
**SALT LAKE CITY**  
 SFC Anthony Harmon  
 SFC Darrin Robinson  
**SAN ANTONIO**  
 SSG Eddie Cervantes  
**SEATTLE**  
 SFC David Kindt  
 SSG Jason Ford  
**SPECIAL OPERATIONS**  
 SFC Tony McCarty  
**SOUTHERN CALIFORNIA**  
 SFC Gary Lacouture  
**ST. LOUIS**  
 SFC Irvan Loucks  
 SFC George Luttrell  
 SSG Gary Roth  
 SSG Daniel Wilhite  
**TAMPA**  
 SFC Larry Brown  
 SFC George Malies

### BALTIMORE

SFC Edward Tucker

### COLUMBIA

SSG Shedric J. Moody

SFC Ronald E. Alligood

### DALLAS

SSG Derek P. Tassin

### DENVER

SSG Jerome A. Davis

### HARRISBURG

SGT Stephanie C. Faucher

### MIAMI

SFC Luis A. Santana-Gonzalez

### MID-ATLANTIC

SSG Lawrence A. Brown

### NEW ENGLAND

SSG Scott R. Marquis

### NEW YORK CITY

SSG Jessica J. Holguin

### OKLAHOMA CITY

SSG Michael V. Shilen

SSG David A. Cole

SGT Thomas Spain

### PITTSBURGH

SSG Matthew A. Powell

### RALEIGH

SFC James T. Naylor

SFC Rulesha D. McKinney

### SACRAMENTO

SSG Edmond J. Burcher

SSG Tobrin Hewitt

### SAN ANTONIO

SSG Salvador Somoza

SSG Robert A. Mayberry

SSG Jason S. Janda

### SEATTLE

SFC Michael K. Robison

### ST. LOUIS

SSG Charles E. Lovingood

SSG Christina M. Cantu-Blanco

SSG Robert E. Riddle

### SYRACUSE

SSG Nakia M. Mima

**1. What Army Regulation covers the Army Safety Program?**

- a. AR 600-20
- b. AR 385-10
- c. AR 690-11
- d. None of the above

**2. \_\_\_\_\_ is the process of identifying, assessing, and controlling risk arising from operational factors and making decisions that balance risk cost with mission benefits.**

- a. Residual risk
- b. Risk severity
- c. Risk decision
- d. Risk management

**3. Safety and occupational health inspections of Army workplaces are mandatory and will be conducted at least\_\_\_\_\_.**

- a. monthly
- b. quarterly
- c. weekly
- d. annually

**4. Which of the following paragraphs contains the five step process for commanders to identify and control hazards and make informed decisions?**

- a. Identify hazards, assess hazards, develop controls and make risk decisions, implement controls, and supervise and evaluate.
- b. Implement, controls, assess hazards, comply with DA regulations, develop regulations and provide direction
- c. Identify hazards, develop regulations, accept risk, assess hazards, and prioritize standards.
- d. None of the above

**5. Commanders may issue waivers or variances to Occupational Safety and Health Administration standards.**

- a. True
- b. False

**6. What regulation covers the USAREC Safety Program?**

- a. UR 190-3
- b. UR 25-10
- c. UR 385-2
- d. None of the above

**7. Commanders will ensure a safety briefing is given to newly assigned personnel, (military and civilian) within \_\_\_\_\_ hours of inprocessing into the unit.**

- a. 24 hours
- b. 48 hours
- c. 72 hours
- d. None of the above

**8. Which USAREC form will recruiting companies submit to their battalion monthly to ensure reporting**

**requirements and accident tracking is taking place?**

- a. USAREC Form 1206
- b. USAREC Form 636
- c. USAREC Form 817
- d. USAREC Form 986

**9. \_\_\_\_\_ is conducted annually to ensure the focus of USAREC remains on safety as a mission multiplier.**

- a. Refresher driver's training
- b. Safety Stand Down Day
- c. Firearm safety
- d. All of the above

**10. Every four years Soldiers must have the Accident Avoidance Class (AAC) to drive a GOV.**

- a. True
- b. False

**11. The USAREC risk management form is USAREC Form\_\_\_\_\_.**

- a. USAREC Form 1206
- b. USAREC Form 1176
- c. USAREC Form 1144
- d. USAREC Form 1239

**12. Accident cause factors stem from what five underlying sources?**

- a. Individual failure, leader failure, training failure, standards failure, and support failure.
- b. Training failure, resource development, situational development, support failure, and command and control.
- c. Command and control, situational development support failure, standards failure, and leader failure
- d. None of the above

**13. Commanders will ensure that all newly assigned Hometown Recruiter Assistance Program personnel receive a newcomer's safety orientation briefing and a POV inspection using USAREC Form 1176 within \_\_\_\_\_ hours of arrival.**

- a. 24
- b. 48
- c. 72

**14. If an operator of a GOV directly contributes to an accident, receives two moving violations in a 12-month period, or misuses a vehicle, the commander will ensure the driver has \_\_\_\_\_ within 30 days of the incident?**

- a. an updated AAC card
- b. a remedial driver's training
- c. extra duty
- d. none of the above

**15. It is not a requirement for Soldiers riding an all-terrain vehicle to attend the motorcycle safety course provided they don't ride on post.**

- a. True
- b. False

The answers to this month's test can be found on the next page.

# Mission Box

The Achievements of One that Contribute to the Success of the Team



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade

June Fiscal Year 2007

## Top Regular Army Recruiter

**SSG Christopher Holmes** SFC Roderick Wellendorf  
New England Battalion Nashville Battalion

*3d Brigade is testing the Team Recruiting Concept*

**SSG Wayne Lovell**  
Dallas Battalion

**SSG Jason Hillman**  
Salt Lake City Battalion

## Top Army Reserve Recruiter

**SFC Ricky Webb**  
Beckley Battalion

**SFC Arthur Sweeney**  
Raleigh Battalion

**SFC Robert Hinkle**  
St. Louis Battalion

**SFC James Tharpe**  
Salt Lake City Battalion

## Top Large Station Commander

**SFC Ryan Hewins**  
Portland Station  
New England Battalion

**SFC Liashonda Bains**  
Daytona Beach Station  
Jacksonville Battalion

**SFC Brian Heffernan**  
Denton Station  
Dallas Battalion

**SSG Michael Felder**  
Torrance Station  
Los Angeles Battalion

## Top Small Station Commander

**SFC Runita Clark**  
Portsmouth Station  
Baltimore Battalion

**SFC Roderick Wellendorf**  
Athens Station  
Nashville Battalion

**SSG Nick Perez**  
Bastrop Station  
San Antonio Battalion

**SFC Aaron Elizarraras**  
Santa Monica Station  
Los Angeles Battalion

## Top Company

**Frisco Company**  
Dallas Battalion

**Sierra Company**  
Salt Lake City Battalion

## Top AMEDD

**Military District of Washington**

**Orlando**

**Northern Plains**

**San Antonio**

## Answers to the Test

1. b. Summary, AR 385-10
2. d. page 30, AR 385-10
3. d. page 14, AR 385-10
4. a. page 9, AR 385-10
5. b. page 11, AR 385-10

6. c. page 1, UR 385-2
7. c. page 3, UR 385-2
8. a. page 17, UR 385-2
9. d. page 33, UR 385-2
10. a. page 33, UR 385-2

11. c. page 12, UR 385-2
12. a. page 12, UR 385-2
13. a. page 34, UR 385-2
14. b. page 33, UR 385-2
15. b. page 33, UR 385-2



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# INTEGRITY

*Do what's right, legally and morally.*



*"The truth of the matter is  
that you always know the  
right thing to do. The hard  
part is doing it."*

— General Norman Schwarzkopf



U.S. ARMY

CALL TO DUTY  
BOOTS ON THE GROUND

U.S. ARMY

ARMY STRONG.

## ARMY VALUES